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# Draft UNDP Strategic Plan, 2014-2017

## Changing with the World

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# I. Our strategic setting

1. The world is going through an unprecedented transition. The global balance of power is shifting, extreme poverty has dropped to historic lows, more people than ever before now live in cities, and new technologies are revolutionizing social behaviours and entire industries. Risks are rising as well. Inequalities are widening within countries, violent tensions are making some societies vulnerable to crisis and even collapse, and competition is intensifying around scarce natural resources. Many societies are also struggling to bring women and youth into the circle of prosperity. The gaps are glaring despite progress on the Millennium Development Goals. Women and girls still make up a high proportion of people living in income poverty and deprived of education, health, voice and other non-income dimensions of well-being. Progress in closing gender gaps in education has not led to the removal of inequalities in labour markets. Norms that exclude women from the public sphere remain strong in many places and gender-based violence is a significant issue. Against this broad backdrop, the impact of climate change looms larger, threatening to breach planetary boundaries, with potentially catastrophic consequences, most of all for the poor. The future will, therefore, be turbulent, marked by great uncertainty and volatility, rich with both potential and big risks.

2. But there are grounds for optimism. It is now possible to eradicate extreme poverty, halt and reverse growing inequalities and achieve universal access to basic services. With more countries moving towards democratic political systems and responding to growing public demand, the room for voice and participation can expand now to an extent unthinkable before. At the same time, new knowledge and experiences are making it possible to pursue economic growth, environmental sustainability and social equity simultaneously. Making the most of this momentum, while putting in place measures to mitigate risk and prevent loss of gains made, will be a major task of development in coming decades. Success will depend on finding ways of fighting poverty and inequality, deepening inclusion and reducing conflict, without inflicting irreversible damage on environmental systems, including the climate.

3. This challenges us to rethink development. Sustainable development offers a way forward. As described in the Outcome Document of the United Nations Conference on Sustainable Development ("Rio+20"), "poverty eradication, changing unsustainable and promoting sustainable patterns of consumption and production and protecting and managing the natural resource base of economic and social development are the overarching objectives and essential requirements for sustainable development" (General Assembly (GA) resolution 66/288, annex, para. 4). Sustainable human development reinforces this approach by emphasizing that the capabilities and well-being of people, and their relationship with the environment that sustains them, are what matter. Sustainable human development, therefore, focuses on "the expansion of people's freedoms to live long, healthy and creative lives; to advance other goals they have reason to value; and to engage actively in shaping development equitably and sustainably on a shared planet".[1]

4. Another part of the answer lies in a United Nations development system (UNDS) equipped to help developing countries address new realities. There are valuable system-wide assets to build on, such as universality, legitimacy, a strong normative foundation, and unparalleled worldwide presence. UNDP itself has particular strengths. They include an up-to-date intellectual outlook, a proven ability to influence policy and build capacity, and a long-standing role as a trusted partner working across sectors and with multiple stakeholders, often on sensitive issues. A large country network and a core coordination function within the UNDS reinforce UNDP's strengths. They have weakened, however,

[1] Edited extract from the Human Development Report (HDR), 2010.

over the years owing to some key gaps in skills, diminished speed of action, rising costs and declining core funding. If we are to remain valued and effective in a dynamic world, then UNDP must rebuild its strengths and funding. More change in the organization will be needed to achieve stronger results for developing countries through UNDP-specific action and through partnerships with others, from the global through to the local level. We must aim for a sharper focus that makes sense to programme countries and donors alike. The outcome of continuing change must be higher-quality advice, more effective and efficient operations, and better access to world-class talent seeking to work in a knowledge-driven, innovative and open institution. To make these changes successfully, UNDP must start from its legislative foundations.

5. The quadrennial comprehensive policy review (QCPR; GA resolution 67/226) offers a clear direction regarding what needs to be done (annex I). It identifies five key development issues: poverty eradication as the greatest global challenge, sustainable development, gender equality and women's empowerment, transitions, and resilience, the latter two being particularly relevant in disaster and post-conflict settings. The QCPR also draws attention to capacity development as a core function of the UNDS, the need to mainstream South-South and triangular cooperation, make continuous improvements in Delivering as One and promote better cooperation on regional issues. The resolution also emphasizes that the "resident coordinator system, while managed by the United Nations Development Programme, is owned by the United Nations development system as a whole and that its functioning should be collegial and mutually accountable within that system", (ibid, para. 122). On financing, the QCPR stressed the importance of core resources while noting the significance of non-core resources. Furthermore, it requested a definition of "critical mass of resources" by the end of 2013 and implementation of full cost recovery in 2014.

6. In addition to the QCPR, important references include the Outcome Document of "Rio+20", where Heads of State and Government clarified the objectives and requirements for sustainable development. They affirmed as well a set of guiding principles for green economy policies (GA resolution, 66/288, para. 58) and encouraged "each country to consider the implementation of green economy policies in the context of sustainable development and poverty eradication that endeavours to drive sustained, inclusive and equitable economic growth and job creation, particularly for women, youth and the poor" (ibid., para. 62). Additional policy guidance is available from a number of other recent United Nations international conferences, including the Istanbul Programme of Action for the Least Developed Countries: 2011-2020, which emphasizes the importance of building productive capacities and addresses links between crises and climate change, structural transformation of economies and full and productive employment.

## II. Our overarching vision, outcomes and approach

7. With the changing world as the backdrop, and building on our core strengths, our vision is focused on the next big breakthrough in development:

8. To help countries achieve the simultaneous eradication of extreme poverty and significant reduction of inequalities and exclusion using a sustainable human development approach.

9. Our vision will mean offering countries analysis and ideas for new or strengthened policies, opportunities to develop the capacity for follow-through, and practical innovations on the ground that benefit the poor and excluded, feed back into policies and provide the basis for scaling-up. Complementary actions at the regional level will be necessary as well so that cross-boundary issues that impact on poverty eradication, inequality and exclusion – such as shared natural resources and risks of conflict – can be tackled effectively and equitably. Advocating for and advancing a conducive global environment for development will be a final requisite, so that countries can match or even

exceed the rate of progress in growth, distribution and human development that now make the eradication of extreme poverty imaginable for the first time in history.

10. This ambitious vision will require an institution that meets benchmarks for organizational effectiveness that match or exceed the highest standards set in its peer community. It will also demand that we focus our work around a set of outcomes. These outcomes will support the priorities and needs of each country and region, and capture the development changes UNDP will contribute towards directly, significantly and verifiably during the course of the next Strategic Plan.[2] In so doing, we will align our approach to results with other United Nations agencies, as set out in annex III.

11. Our proposed outcomes are:

(a) Sustainable human development is embedded substantively in development debate and action at all levels.

(b) Growth is inclusive and sustainable, incorporating productive capacities that create livelihoods for the poor and excluded.

(c) Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance.

(d) Countries have strengthened institutions to progressively deliver universal access to basic services.

(e) Faster progress is achieved in reducing gender inequality and promoting women's empowerment.

(f) Countries are able to reduce and manage risks of conflict and natural disasters, including from climate change.

(g) Early recovery and rapid return to sustainable human development pathways are achieved in post-conflict and post-disaster settings.

12. Consistent with our outcomes, UNDP's development activities will place particular emphasis on specific population groups, determined country-by-country. These are:

(a) Those living in extreme poverty using the international United States dollars 1.25-2 purchasing power parity (PPP) per day poverty line and the multidimensional poverty index (MPI), adjusted to reflect national data, standards and definitions; and

(b) Those groups that are experiencing the greatest inequalities and exclusion in terms of access to opportunities and achievement of outcomes, as captured in human development indices, especially women, female-headed households and youth.

13. The geographic spread of our work will also take into account how the population is distributed across urban, peri-urban and rural areas.

14. Outcomes will be pursued in ways that reflect our institutional character, by:

(a) Utilizing **sustainable human development** as our frame of reference, integrating each of the social, economic and environmental strands;

(b) Being guided by **national ownership and capacity** with countries making decisions on how best to meet their people's aspirations and with UNDP helping to develop the policies, leadership skills, partnering abilities and institutional capacities that can sustain results over time;

[2] The specific quantitative and qualitative dimensions of this contribution are defined through outcome indicators and outputs in the results and resources framework (see annex III).

(c) Recognizing the intrinsic **value of the norms established by the United Nations**, especially in the body of economic, political, social and civil rights that are pursued through the human rights-based approach, and other commitments made through multilateral agreements;

(d) Reflecting the pivotal significance of **gender equality and women's empowerment**, understanding that sustainable human development will not be fully achieved unless women and girls are able to contribute on an equal basis with men and boys to their societies;

(e) Ensuring **participation and voice** in pursuit of equitable access to development opportunities and gains across the population, working with the poor and other excluded groups as agents of their own development;

(f) Assisting countries to play an **active role as global citizens**, by connecting them better to global processes and enabling them to internalize global agendas and agreements in their own plans, policies and actions;

(g) Adhering to **universality**, offering all developing countries access to the services of UNDP and, through the effective exercise of UNDP's coordination function, to those of the UNDS.

15. To move from intent to action, we will:

(a) Redesign our main areas of development work;
(b) Transform our institutional effectiveness to deliver on our vision;
(c) Revitalize our approach to partnerships and strengthen coordination.

## III. Redesigning our main areas of development work

16. UNDP's institutional character and core strengths shape the choices we have made about our work in the future. UNDP is neither a development bank nor a charity, nor is it a specialized agency or a non-governmental organization. We are an institution that believes in growth that creates wealth and opportunities for the many not the few, development that benefits those living today as well as future generations and societies that provide citizens with the means and space to contribute meaningfully to development. As one of the few multilateral agencies working holistically across sectors, and operating at the heart of the UNDS as manager of the Resident Coordinator System and Chair of the United Nations Development Group, we are:

(a) Recognized as being neutral, therefore, able to act as an impartial facilitator of dialogue and cooperation between stakeholders on important development issues;

(b) Trusted owing to long-standing relationships at the country level, maintained through good times and bad;

(c) Able to draw on knowledge and expertise gained in all development settings, thus, able to grasp and respond flexibly to common concerns and important differences between countries and regions;

(d) Geared to address development issues as they actually exist - complex, multi-dimensional and often unique to each society;

(e) Acknowledged as a partner who can advise on the "big" issues of economic and social transformation, environmental sustainability and democratic governance, as well as help develop the plans and capacities to deliver on them;

(f) Seen widely as having a strong operational capability, deployable in widely varying conditions;

(g) Positioned to tap the full capabilities of the UNDS to support countries in their development efforts.

17. While keeping these strengths in mind, we have to recognize that the outcomes we propose to contribute towards are not independent of each other, nor can they be achieved

by any single actor or set of policy tools. We cannot provide timely and quality expertise on everything – nor would this be appropriate. We must choose. Bearing that in mind, UNDP proposes to concentrate on three substantive areas of work, each of which, when applied together, will contribute to a number of the proposed outcomes. We will also actively pursue partnership opportunities in each of these areas with those who have complementary expertise and resources to our own, whether they are sister agencies and entities in the UNDS and United Nations Secretariat or others (as described in section V and annex III).

18. Our areas of work will be:

(a) How to adopt sustainable development pathways that can eradicate extreme poverty and simultaneously reduce social and economic inequality and exclusion;
(b) How to build and/or strengthen inclusive and effective democratic governance systems that can deliver sustainable solutions to poverty, inequality and exclusion;
(c) How to build resilience so that countries can sustain their development gains in the face of disaster or conflict and rebound more quickly and strongly.

19. The proposed vision, outcomes and areas of work together are relevant for all developing countries and regions – least developed, low income and middle income - in different combinations, in different situations, and with varying degrees of emphasis.

***Area of Work 1: Sustainable development pathways that can eradicate extreme poverty and reduce social and economic inequality and exclusion***

20. We will assist countries to deepen their understanding of key policy issues and plan for development transformation. We will also help test and scale-up new approaches to improving productive capacities in well-defined areas and find better ways of protecting populations from the effects of economic and social shocks.

Forward-looking analysis, advocacy and advice

(a) **Thought leadership and advisory work to advance sustainable human development and the post-2015 agenda.** Better measurement and monitoring of development conditions will be critical to understanding the issues, taking into account differences by gender, income, location and other non-income characteristics. Improved data, disaggregated appropriately, will enable policy analysis, including application of gender analysis and assessment of climate change impacts, focused on the convergence between poverty, social equity, environmental and governance issues. Data and policy analysis, together, will help countries to appropriately internalize globally agreed goals and frameworks. They will also assist in finding solutions that are technically, institutionally and politically viable in a wide range of country and regional settings. With more than two years left until the deadline of 2015, effort will continue on the roll-out and implementation of the MDGs Acceleration Framework (MAF).

Development of sustainable and inclusive productive capacities

(a) **Development planning and policy reforms to build productive capacities that can generate sustainable livelihoods.** This will mean strengthening skills and institutional capacity to design, monitor, coordinate and implement plans and associated policy reforms, including for "green" economy policies, where requested; look at options for increased domestic resource mobilization; and create partnerships that can advance sustainable solutions for growth and livelihoods creation, utilizing South-South and triangular cooperation as well as partnerships/alliances with public, private and other non-state entities.

(b) **Sustainable planning at local levels based on improved standards,**

**capacities and skills, taking account of differentiated needs within and across rural, peri-urban and urban areas.** Efforts here will help with ways to engage citizens, especially women and youth, on sustainability issues, develop and/or harmonize regulations and laws on environmental management, work on balanced development and management of natural resources and environmental services, and grow markets for sustainable products and services benefiting the poor. Innovation will support this through partnerships and catalytic funding that foster private sector and civil society engagement. Monitoring of performance across multiple local government areas will help to measure progress.

(c) **Translation of plans into action to show how it is possible to achieve economic, social and environmental gains at the same time.** Options will include conservation of natural resources and biodiversity and creation of livelihoods based on management and rehabilitation of ecosystem services, including in indigenous and community conserved areas. Other possibilities will be integrated water resources management, including in ocean and coastal areas, sustainable land management, and testing and scaling-up of public-private initiatives that can increase livelihoods opportunities from productive capacities based on technologies that are sustainable and markets that are inclusive. Continued implementation of the Montreal Protocol will remain important in this connection.

Sustainable energy access and improved energy efficiency

(a) **Policy and regulatory frameworks and institutional capacities to boost energy efficiency and grow low-carbon and renewable energy services at the national level.** The focus will be on lowering investment risks, broadening and deepening markets, and strengthening private and public sector capacities to expand investment. This could create better conditions to find and scale-up inclusive market-based solutions to achieving universal modern energy access, especially off-grid sources of renewable energy. Action on energy efficiency could also become more possible, at the household level and in specific sectors of the economy, through improved standards and financial incentives.

Effective response to climate change

(a) **Planning, policy frameworks and institutional capacities to substantially reinforce action on climate change.** Actions will help with integrating low-emission, climate resilient objectives into development plans and identifying priority mitigation and/or adaptation measures; reforms that reduce financial risks and offer improved incentives for adaptation and mitigation responses that can work over the medium to long term; and development of capacities to access, deliver, monitor, report on and verify the use of climate finances.

Social protection targeting chronic and transitory causes of vulnerability

(a) **Assessment of key economic, social and environmental risks to the poor and excluded and possible responses,** looking principally at options across a number of issues: phased progress towards universal access to social protection, more transparent and lower cost delivery systems, improved targeting of non-universal benefits schemes, and better feedback from citizens on coverage, quality and cost of services.

***Area of Work 2: Inclusive and effective democratic governance systems that can deliver sustainable solutions to poverty, inequality and exclusion***

21. We will assist countries to maintain or secure peaceful and democratic governance,

either when faced with large-scale changes or confronting specific challenges such as reforming constitutions, organizing credible elections or strengthening parliaments. We will also help governance institutions adapt to changing public expectations and deliver clear benefits to citizens, whether in terms of better services, improved access to resources needed for livelihoods or greater security of persons and property.

Assistance for managing major governance processes

(a) **Context-specific responses to foster agreement among stakeholders and support peaceful governance processes that advance shared national goals.** A key element will be assistance for constitutional reform and democratic electoral processes (incorporating the electoral cycle approach) to systematically target key factors contributing to economic, social and political exclusion and disempowerment, with particular attention to opportunities for the active engagement of women as voters, candidates and leaders. This will be enabled by efforts to foster impartial "spaces" for dialogue, agreement, coordination and action across organized groups and interests – such as political parties, trade unions, women's and youth groups, among others – on major economic, social and governance reforms, reconciliation, and peacebuilding. Promotion of economic, political, civil and social rights, as articulated in relevant resolutions of the United Nations General Assembly, will reinforce these efforts by preventing discrimination and violence against women, girls and minorities (including people living with HIV and AIDS (PLWHA)) and encouraging their full participation in governance processes.

Governance strengthening and innovation

(a) **Policies and capacities to foster more accountable and open governance in state institutions and in society.** Strengthening of legislatures will help them perform their core functions, building on updated internal systems for managing legislative work, stronger skills among legislators and their staff, and systematic outreach, consultation and hearings to tap technical expertise and hear citizen perspectives.

A vibrant, responsible and independent civil society could reinforce these changes and contribute more broadly to development. This will be enabled by the design of appropriate policy, legal and regulatory frameworks, testing and adoption of ideas for better governance within civil society itself, formation and/or strengthening of civil society networks and coalitions that work on development issues, and constructive dialogue and partnering with government, the private sector and other non-state actors.

These changes will benefit, in turn, from greater innovation in governance to adapt to changing conditions and public expectations. This will involve developing leadership and management skills to deal with increasingly complex development issues, more open and transparent governance based on better access to information and "whole-of-government" and "whole-of-society" initiatives, and significantly greater presence and effectiveness of women and youth in leadership and management roles within and outside government.

Increased integrity in public institutions, at national and sub-national levels, will be critical in underpinning improved governance, especially as countries mobilize a growing share of their development expenditure from domestic resources. This will be advanced through assistance for the roll-out of standards, systems and incentives for the reduction of corruption, and strengthened legislative and public awareness and oversight.

(b) **Policies and capacities for more effective governance to bring greater development benefits to citizens and increase their confidence and trust in public institutions.** Strengthening of local governance will be key as it is the level closest to citizens, especially to secure more equitable access to services for the poor and other

excluded groups such as PLWHA. This will be pursued through improvements in the overall framework of functions and financing and development of capacities at local levels to meet assigned responsibilities. Assistance will embrace reform of policy, legislative and fiscal frameworks for de-concentration and decentralization, stronger planning, management and monitoring capacities for service delivery across sectors in both urban and rural areas, testing and replication of options for universal services based on principles of sustainability and non-discrimination, and new models of citizen engagement and voice.

Another critical aspect of well-being will be addressed by reinforcing the rule of law and citizen security based on reform of legal systems to deal with discrimination, for example, women's rights to legal identity, ownership of property, inheritance and equal pay for equal effort, and the rights of PLWHA. A complementary focus will be on locally appropriate solutions to emerging issues such as environmental and electoral justice. Overall progress will depend, however, on parallel reform and development of security sector institutions. UNDP's support will target improved service delivery, measures to ensure respect for citizen rights as enshrined in national and local laws, stronger civilian oversight, and faster progress in reducing gender-based violence. Efforts to improve community self-organization, participation and policing for reduction of crime and anti-social behaviours and attitudes will considerably improve prospects for success on citizen security.

Citizen well-being will depend as well on improving access to resources essential for sustainable livelihoods. An important aspect will be assisting with the reform of legal and regulatory frameworks determining access to and management of natural resources so that land, water and forestry resources, including biodiversity and ecosystem services, can be shared on an equitable, non-discriminatory, transparent and effective basis, consistent with national legislation and with the clear aim of combating poverty and exclusion. A closely related issue, of direct consequence to the poor and more broadly for national development, will be the strengthening of policy, legal and regulatory frameworks for the management of extractive industries. The emphasis will be on environmental and social sustainability measures, options for revenue-sharing, management and transparency, local level conflict prevention and resolution, and partnerships with the private sector, civil society, foundations and other stakeholders to improve adherence to national and international environmental and social standards.

***Area of Work 3: Resilience-building so that countries can sustain their development gains in the face of shocks and rebound stronger***

20. All areas of work proposed in this Strategic Plan will help build resilience. In this particular area, we will focus on two additional issues that are absolutely crucial going forward: rapid and effective recovery from conflict-induced crises; and a much stronger ability to prepare for and deal with the consequences of natural disasters, especially as they are exacerbated by climate change.

Comprehensive approaches to peacebuilding and state-building in post-conflict and transition settings

(a) **Early economic revitalization to help create improved conditions for stability and sustainability.** This will demand, on the one hand, assistance for better planning and coordination of early recovery and transition, ensuring that local planning processes are inclusive of and accountable to displaced populations, women and excluded groups. Post-conflict recovery plans and programmes will build-in stronger links between conflict and natural disasters and take into account livelihoods recovery analysis. On the other hand, progress on the ground will rely upon measures for early local economic recovery, livelihoods stabilization and creation, reintegration (of internally displaced persons (IDPs) and returning refugees) and

restoration of basic infrastructure at the local level (such as community infrastructure rehabilitation and debris management).

(b) **Peaceful resolution of conflicts to stabilize volatile conditions based on broadly accepted institutions, mechanisms, and "insider mediation" capacities at the national and local levels.** The aim will be to facilitate peaceful resolution of conflicts, including recurring conflicts arising from contested access to resources, political differences, concerns over exclusion, and shortfalls in the follow-through on peace agreements.

(c) **State-building to improve capacities, accountability, responsiveness and legitimacy.** To succeed, actions will have to cover a broad front of work. Of great significance early on in the process will be support to dialogue processes so that national stakeholders can reach agreement on major governance and economic reforms. Assistance for the conduct of peaceful, fair and transparent electoral processes using an electoral cycle approach will be another essential element at this stage. Significant emphasis will be directed as well towards longer-term efforts to deepen the core functions of democratic governance. Key issues will be legislative oversight, transparency of public accounts, improvements in public administration, and reinforcement of local governments to deliver basic services, working with the non-governmental and private sectors. Critical complementary support will address justice and security sector institutions focusing on restoration of rapid access to justice and the rule of law, transitional justice measures, and longer-term recovery of justice and security sector institutions. Concerted efforts to tackle gender-based violence will be a concern throughout.

Disaster risk reduction, preparedness, response and recovery:

(a) **Data, policies and capacities for comprehensive country level (and cross-boundary) action on natural disasters.** A major focus will be on what happens before disasters strike. This will include support for disaster risk assessment including geophysical, weather/climatic and other hazards and their differentiated impacts by social and economic groups; policies and long-term planning and investment frameworks that are disaster risk-sensitive, integrate disaster risk reduction with adaptation to climate change and address differentiated social and economic impacts; and preparedness for disaster management and recovery at the local and national level, including innovation to manage risks through insurance and resilient infrastructure.

The other major focus will be on what happens after disasters strike. This will address post-disaster planning for recovery and preparation of recovery and reconstruction plans and programmes that are inclusive of and accountable to displaced populations, women and other excluded groups. This will be reinforced through assistance for better coordination and implementation of early recovery programmes with a focus on local economic conditions, jobs and livelihoods, addressing the needs of groups in danger of exclusion, especially but not only women and female-headed households.

## IV. Transforming institutional effectiveness

22. We stand on a strong footing to deliver on the vision and outcomes in the Strategic Plan. UNDP has in place the most extensive, operationally well-equipped and responsive network of country offices of any international development entity, and draws on an engaged, mobile and diverse workforce of about 8,000 staff along with service contractors and UN Volunteers with a broad range of experiences and expertise. UNDP's US$ 4.5–5 billion annual operation is funded primarily through non-core contributions, leveraged from a small core resource base (now less than 20 per cent of total funding).

23. Many improvements have been made during the previous planning period, particularly over the last two years as we have sought to lift our performance and ensure that we are "fit for purpose". Remaining gaps in performance will now need to be addressed with more discipline, tenacity and openness to further innovation. Implementation of the QCPR recommendations, recent Board decisions relating to new cost recovery policies and reduction of cross-subsidization within the organization, and the directions outlined in this Plan will require ongoing, including structural, change for UNDP to deliver effectively, responsively and with greater cost efficiency.

24. The breakthrough in institutional effectiveness that we seek will be achieved through three interrelated strategies to support the vision and outcomes in the Strategic Plan:

(a) Higher-quality programmes through better project planning, design, monitoring and evaluation, underpinned by stronger results-based management (RBM);

(b) Greater organizational openness, agility and adaptability to harness knowledge, solutions and expertise;

(c) Improved management of financial and human resources in pursuit of results, in a way which is sustainable within projected resource flows.

## A. Our approach to institutional change

25. Our proposed strategies will be reflected in an organization that visibly and measurably supports countries to achieve their development goals, with improved effectiveness demonstrated in:

(a) An organizational structure and financing arrangements which are sustainable within projected income and provide incentives to increase both the quality and quantity of programme delivery at the country level.

(b) More strategic United Nations Development Assistance Frameworks (UNDAFs) (in conjunction with the rest of the UNDS) and country strategies that clearly identify UNDP's substantive contribution to country-led development efforts. All country programmes designed under this Strategic Plan will: be more tightly focused on no more than four time-bound outcomes; be underpinned by explicit theories of change; and will incorporate a robust, aligned, rigorously defined, sex-disaggregated and measurable results framework which draws on a standardized bank of SMART indicators to ensure that overall performance against the Strategic Plan can be tracked.

(c) Innovation, replication opportunities and lessons learned will be explicitly considered in programme development and review. Scaling-up strategies will be key, to ensure better coverage, impact and sustainability of development innovations. This will not just mean designing successful projects to operate on a larger scale but also strengthening, in parallel, national and cross-boundary policies and capacities that are vital for ownership and sustainability. Increasingly, UNDP will facilitate South-South and triangular cooperation to respond to country demand for relevant, tested, and cost-effective interventions. Where requested, UNDP will also aim to help countries generate, access and manage their own financing needs for sustainable human development.

(d) Country offices will systematically feed information on emerging areas of country demand for UNDP services into the annual business planning process. This will enable us to identify actions and allocate resources to deliver on identified priorities and pursue a shared set of results in line with the Strategic Plan.

(e) Country offices will become more diverse and efficient, pursuing options – where it makes business sense - for clustering back office functions in service hubs in order to free up additional resources for programming. With their Regional

Bureau, each country office will have a shared view of the critical functions and capacities it needs to implement programmes effectively and a sustainable and cost-effective plan in place for doing so.

(f) All UNDP-supported programmes and projects will be designed through the lens of sustainable human development. They will adhere to uniform programme and project quality standards and processes for which managers will be accountable while investment in monitoring and evaluation will help identify improvements required to achieve sustainable results. The use of data and evidence for results reporting, against established baselines, will continue to show demonstrable improvement. Portfolio management approaches will be utilized to strengthen the issues-based design and delivery of UNDP support and to better underpin value for money.

(g) In designing and implementing programmes and projects, country offices will be able to draw on the services of "development solutions teams" in the bureaux, harnessing UNDP's combined technical expertise to address specific development policy and programme challenges in an integrated way. Knowledge and lessons learned will be readily accessible to country offices to support high-quality project design and inform policy advice.

(h) Country office leaders will be trained and equipped with the tools to manage the diverse pool of talent in their teams, setting the tone for inclusive, engaged and high- performing work units.

## B. Our areas of work

***Area of Work 1: Higher-quality programmes through results-based management***

26. We are undertaking concerted action at all levels of the organization to achieve the breakthroughs in culture and country-level performance needed to achieve results under this Plan. UNDP is increasing its investment in RBM in order both to meet its own internal demand for better performance metrics and to respond fully to the high standards of transparency, flexibility and efficiency now demanded by programme countries and donors alike. Knowledge management will be better institutionalized and incentives created to ensure that learning is an integral part of a performance culture and practice. Fostering innovation and assessing and actively mitigating multifaceted risks affecting programmes and operations will be an explicit part of our strategy.

27. The corporate **Annual Business Plan** and cascading unit-specific workplans will support the operationalization of the Strategic Plan and the alignment of resources across the organization, from country offices to headquarters, to achieve the results envisaged. Better analysis of accumulated information will provide the base to realign strategy and implementation on a rolling basis.

28. A systematic, organization-wide investment for **improved RBM** is under way and will be expanded in the future. It will include: the articulation of clear standards for RBM; minimum quality criteria for projects and strengthened quality assurance processes at all stages of the project cycle; a revision of the programme management cycle to improve quality, robustness and performance, while reducing time frames and administrative load; and establishing a sustainable RBM support mechanism to work with country offices over the next two years. Regional Bureaux will play a critical role in overseeing all programme delivery and performance.

29. UNDP is uniquely positioned to leverage its extensive **knowledge** of the similarities and differences between countries at different stages of development and translate that into evidence-based insights for effective, adaptable development solutions. We will introduce systems, from the project level up, to entrench learning and knowledge management more strongly in the organization. This will be used to inform ongoing evidence-based policy development through the next Strategic Plan period, as well as to adjust implementation,

help capture successful innovation and sustain and scale-up successful approaches.

***Area of Work 2: Making UNDP a more open, adaptable and agile institution***

30. In the past, increased transparency and accountability were hallmarks of an open institution. Now, the speed and ease with which knowledge and expertise can pass in and out of an institution is important as well. UNDP's organizational configuration will need to become more dynamic and flexible, our talent will need to be more mobile, the skills and expertise required inside the organization will need to change in response to new development challenges, and greater collaboration both inside the organization and with partners and stakeholders will be necessary.

31. This Strategic Plan will require the organization to focus its **advisory capacity** further in support of better policy recommendations and stronger programmes and projects. Most important, we will need to get better at providing more integrated and programme-focused policy advice – spanning the areas of work identified in the Plan – to be more effective in helping countries respond to increasingly complex and inter-connected development challenges. The organization of policy services will, therefore, shift from a relatively rigid practice-based architecture to more flexible multidisciplinary issues-based development solutions teams.

32. We will need to ensure that we have an appropriate mix of **high-quality talent** which is directly aligned with the requirements for implementation of this Strategic Plan, albeit within a smaller staffing envelope. A workforce plan with clear actions to address capacity in the critical technical areas required by this Strategic Plan is being developed and will exploit the full talent acquisition instruments at our disposal. This will lay the foundation for an ongoing business intelligence function that regularly updates workforce analytics, identifies organization-wide capacity needs and gaps, and plans for the workforce UNDP requires.

33. UNDP's universal presence and related **country office business model** is a key comparative strength but needs to be recalibrated to allow the organization to respond better and more flexibly to changing country needs. Analysis of the critical functions and purpose in different contexts will drive a systematic and coherent view of the different UNDP presences required in 2014 and beyond.

34. **Continual review and adjustment of strategy** will be embedded in regular business plan monitoring, which provides the information needed to adjust approaches and resources, in order to stay on track to achieve results. The requirement for more rapid repositioning in the event of sudden onset crisis will be guided by a new **programme criticality framework** that will help decide which programmatic initiatives should have priority during and immediately after a crisis.

***Area of Work 3: Improved management of financial and human resources in pursuit of results***

35. This Strategic Plan will, for the first time, show a clear link between development results and the financial and human resource inputs required to deliver them. With declining core resources, implementation of the Strategic Plan will require substantial reliance on non-core resources. Improved management of the organization's overall resource (including people) envelope will be essential to ensure that we reach the level of performance required for the effective implementation of the Plan.

36. Reductions in the institutional budget are already being implemented to reflect declining core contributions in 2013. Over the next four years, UNDP will become a **leaner and more cost-effective** organization. Measures will be taken to obtain greater efficiencies in the delivery of policy and management services so that the institutional structure appropriately matches projected funding streams and ensures the critical mass of support services required to deliver quality programmes and secure financial and legal accountability.

37. UNDP will continue to cooperate with donors through flexible and quality non-core funding channels and instruments. We will aim to **optimize the management of non-core funding streams** through rationalization of both the number of instruments and the management of them. Recognizing the increasing complexity of development financing, we will assist developing countries, when so requested, to generate, access and manage the finance they need to progress towards sustainable human development.

38. UNDP is implementing the Executive Board decision to harmonize cost classifications and implement new cost recovery rates. This will improve the **transparency and consistency of development project costing**, thereby addressing the long-standing concern that regular resources unduly subsidize non-core activities.

39. UNDP will lift its **people management capabilities** with speedier recruitment and initiation programmes that support staff to become effective more quickly, ensure diversity, manage talent and deliver better succession planning for key posts. **Staff security** remains a concern in many countries in which we operate. UNDP, in conjunction with the United Nations Secretariat Department of Safety and Security, will continue to prioritize measures to decrease staff vulnerability and promote business continuity.

40. UNDP will make better use of **information and communications technology solutions** to enhance business analytics, increase productivity, reduce transaction costs, facilitate sustainability as well as provide direct programme/project support.

41. UNDP is also stepping up action overall to increase the **environmental sustainability** of offices through green office measures, communication and business practices.

## V. Revitalizing partnerships and strengthening coordination

42. A stronger UNDP cannot on its own achieve the outcomes proposed in this Strategic Plan. Partnership and coordination of effort will be critical. To this end, we will address two areas which complement our plans for institutional transformation:

(a) A United Nations development system that is strongly positioned in a changing world, reflecting United Nations values and norms, and responding to country demand with results that are strategic, delivered by operations that match or exceed peer performance;

(b) Increased scale and effectiveness of UNDP's engagement with South-South and triangular cooperation.

43. Deeper cooperation with emerging partners will benefit all of these proposed changes, by contributing to collaboration on shared development priorities across countries of the Global South. We will continue to work with civil society and the private sector for development results. We have incorporated specific and substantive opportunities for partnership in this regard directly into our areas of work.[3]

### A. Coordination of the United Nations development system

44. With the incentives now provided by development trends and the QCPR,[4] as well as by the upcoming post-2015 agenda and sustainable development goals, the time is ripe for greater progress on coordination. Several options can be pursued over the medium term to achieve that. If implemented successfully, these options could bring greater clarity about "who does what" in a way that produces good results, faster.

(a) First, contribute to deepening **strategic reflection, thinking and, increasingly,**

[3] Work is also under way on strengthening cooperation with other multilaterals such as the World Bank.
[4] Notably but not only paras. 117-120, 124-127, 130, 136-142, 148-150, 152 and 170-171.

**responses** by the UNDS at the global level. In order to move in this direction, we would encourage the system to reflect regularly on critical global and regional development issues, clarify roles and responsibilities where that counts the most (for instance, in relation to the post-2015 agenda and sustainable development goals), forge closer links between agency-level strategic planning processes, and develop strategic partnerships with non-United Nations entities. "Quick wins" within 9 to18 months could be targeted at the following:

(i) Faster and better follow-through on agreed United Nations system-wide actions, by finding strategic entry points that could generate useful results relatively quickly;

(ii) Practical actions to improve knowledge-sharing and advance work on capacity development, building on existing agreements within the UNDG;

(iii) Consistency in results formulation and monitoring, to see if it is possible to define common results and indicators for the next strategic planning cycle;

(iv) Application of common programme standards, starting with the UNDG's normative and operational principles;

(v) Implementation of Standard Operating Procedures for Delivering as One, especially through action on annex 1 of these Procedures which details the steps that agency headquarters need to act on as a matter of priority;

(vi) Utilization of common benchmarks for programme and operational delivery, so that reforms at Headquarters and in the field have clear measures of progress.

(b) Second, **focus country level coordination more around delivery and getting development results and less on internal management or process issues.** United Nations country teams need to stay abreast of 'big picture' changes in a country's development context, partner better and be able to position the UNDS to support the country's priorities for transformational change. Adopting the Standard Operating Procedures mentioned above will help. UNDP can assist through its technical work and expertise on cross-sectoral issues, drawing in non-resident agencies with the relevant knowledge and skills; helping to plan more strategically by utilizing its Country Directors more actively in UNDAF and common country programme document processes; and offering stronger links to national and donor aid coordination arrangements. Better designed and executed Resident Coordinator/Resident Representative (RC/RR) selection, training and development programmes will underpin these measures.

(c) Third, **reinforce ground rules clarifying UNDP's role.** These ground rules will focus on distinctions and complementarities between the normative and operational functions of agencies and entities; ensure that, where there are shared interests with UNDP, we will create capacity only if agencies lack them; and advocate – and use UNDP funding - to "broker" and bring specialized skills to the country level. Details about how this would translate into clearer roles and responsibilities are provided in the theories of change that are part of the results and resources framework (annex III).

(d) Fourth, **encourage greater outward orientation** in the work of the UNDS at the country level. This means addressing growing opportunities for innovative work with civil society organizations, the private sector, foundations, research institutions and other non-state actors.

(e) Fifth, continue to strengthen the role of UNDG Regional Teams to **enable a much stronger collective response to strategic cross-boundary issues**.

### B. Working with the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers (UNV)

45. UNDP will rely upon UNCDF's financial mandate in specific areas of shared focus

in least developed countries. The main opportunities for stronger links fall into six main clusters: analysis using UNCDF's diagnostic tools; local development initiatives; inclusive financial services; energy access for the poor; local-level responses to climate change; and delivery mechanisms for social protection schemes.

46. With regard to UNV, there is a strong "fit" with the upstream, policy work of UNDP. UNDP considers UNV to be a key resource for community-level presence, organization and action; reinforcement of social cohesion through volunteers and voluntary work; development of volunteerism in local level service delivery; specific aspects of South-South and triangular cooperation based on exchanges of skilled people to close critical gaps (e.g., in local governance institutions in post-disaster and post-conflict settings); outreach through deeper use of online volunteerism; and creation of opportunities for youth in volunteering.

47. UNCDF and UNV will both produce strategic frameworks, under this Plan, to elaborate their results during 2014-2017.

### C. Coordination with the United Nations Secretariat

48. UNDP coordination with United Nations Secretariat departments and policies remains important for development results. Similarly, the almost universal reach of UNDP, its operational focus and its relationships of trust with national partners, also support the Secretariat's departments in the achievement of their mandates. As experience has shown, the complementarities existing in our collective work can be a strong multiplier of United Nations action but also call for greater clarity on roles and responsibilities. This requires continuing attention, at the country and Headquarters levels. An important step forward has been taken by the Secretary-General's decision to appoint UNDP and the United Nations Secretariat **Department of Peacekeeping Operations** as the Global Focal Point for Police, Justice and Corrections in order to improve the impact and coherence of United Nations rule of law assistance.

49. Coordinated approaches with the United Nations Secretariat **Department of Political Affairs** are crucial as well in areas such as electoral support and the prevention of armed conflict. In the latter case, this partnership will expand and include other agencies, funds and programmes to provide support for, and strengthen, the forums, skills, and institutions available to national and local counterparts for the peaceful settlement of common challenges.

50. Another critical aspect is our role as the main implementer of projects financed by the **Peacebuilding Fund**, working closely with the **Peacebuilding Support Office.** Our efforts to clarify and strengthen our contribution to peacebuilding, which has started already and has taken shape in this Plan, should help consolidate our relationship with the Fund and the Support Office. We are also engaged in a dialogue on coordination of allocations from relevant global financing mechanisms that includes the World Bank and the African Development Bank.

51. The relationship with the United Nations Secretariat **Office for the Coordination of Humanitarian Affairs** is critical in all countries facing humanitarian needs. A well-functioning relationship can contribute to ensuring that humanitarian, early recovery and development actions reinforce each other and go beyond relief to building long-term resilience. This will also increasingly call for improved support to slow onset emergencies (particularly but not exclusively recurring emergencies). To help achieve this, and as set out in the QCPR, continuous improvement is required on RC/HC assessments, training and support so that the best equipped leaders can be selected for these assignments and enabled to do their job.

52. We will continue to work closely as well with the United Nations Secretariat **Department of Economic and Social Affairs** on the global development agenda, building

on the work being done on the post-2015 agenda. At the regional level, UNDP will coordinate closely with regional economic commissions and other regional bodies in developing approaches that respond to regional specificities and priorities.

### D. South-South and triangular cooperation

53. UNDP proposes to make both South-South and triangular cooperation core ways of working in its programmes and operations at global, regional and country levels, based on their guiding principles and without substituting for other partnership options.

54. Our **focus** will be to sustain and expand South-South and triangular cooperation that maximizes mutual benefits. To this end, UNDP will aim to lower economic and non-economic (e.g., informational) barriers to more transparent, efficient and effective exchange that engages both countries and non-state entities. This would target three major barriers: first, knowledge regarding what has worked and what hasn't, together with information on who is involved and what they can offer; second, support for better harmonization of policies, legal frameworks and regulations; and, third, strategic funding and technical cooperation from a variety of sources, to manage the "start-up" costs of collaboration and then finance the scaling-up of promising ideas.

55. Our **role** will be that of a knowledge broker, builder of capacities and facilitator of exchanges driven primarily by developing countries themselves, working with other interested stakeholders including Governments of member countries of the Organization for Economic Cooperation and Development and non-state entities.

56. Consistent with the proposed focus and role, we will tackle **two major functions.** First, through the United Nations Office for South-South Cooperation (UNOSSC), strengthen our support for system-wide coordination and action, under the guidance of the High Level Committee. This would be underpinned by a UNOSSC better able to collect, analyse and provide access to data on the "who, what and where" of South-South and triangular cooperation. This would also help with another area of greater effort by UNOSSC in the future: outreach, dialogue and consensus-building across a wide range of stakeholders. In addition, UNOSSC would continue to support some of its existing platforms designed for this purpose. Second, utilize UNDP's country and programmatic reach to provide a global operational arm for South-South and triangular cooperation that will also be accessible to other members of the UNDS.

57. To translate this approach into action, we will make comprehensive changes in our **operational approach**. We will support expanded policy research, a dedicated project modality that can accommodate financial and in-kind contributions and deepening of our engagement with emerging partners. We will also promote cross-country work with sister agencies and regional economic commissions, actively use regional programmes for '"neighbourhood" initiatives, encourage staff exchanges and improve monitoring and reporting.

United Nations DP/2013/13

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**Funding commitments to UNDP**

# Status of regular funding commitments to the United Nations Development Programme and its associated funds and programmes for 2013 and onward

*Summary*

In its decision 98/23, the Executive Board designated its second regular session each year as the time to review the status of regular funding commitments to UNDP and its associated funds and programmes. In line with this decision, the present report presents the status of regular funding commitments for 2013 and onward as well as a summary of the provisional income for regular and other resources received in 2012.

*Elements of a decision*

The Executive Board may wish to note that 2012 contributions to regular resources decreased by 13.2 per cent, to $846.1 million from $974.51 million in 2011, which is well below the revised funding target of $1.05 billion for 2012 regular resources (DP/2011/22 para. 204). Total contributions (regular and other resources) to UNDP also decreased in 2012 to $4.64 billion, from $4.82 billion in 2011.

The Executive Board may wish to recall General Assembly resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system; reiterate that regular resources form the bedrock of UNDP funding; and request all countries that have not yet done so to provide contributions to regular resources for 2013.

The Executive Board may wish to uphold the importance of a stable, predictable base of regular resources for the period of the new strategic plan and encourage Member States to announce pledges, on a multi-year basis if feasible, and payment schedules, and to adhere to them.

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# I. Introduction

1. In its decision 98/23, the Executive Board designated its second regular session each year, starting in 1999, as the time to review the status of regular funding commitments to UNDP and its associated funds and programmes. In line with that decision, this report presents the status of regular funding commitments for 2013 and onward as well as a summary of the contributions to regular and other resources received in 2012.[1]

2. Contributions to regular (core) resources reached $846.1 million in 2012 in nominal terms. This represents a decrease of 13.2 per cent from the previous year and is well below the revised target of $1.05 billion.

3. Based on the official United Nations rates of exchange as of 1 April 2012, regular resources are expected to increase to $910 million in 2013, partly due to delayed payments budgeted for 2012 and received in 2013. While several top donors to UNDP will maintain and some might increase their contributions in 2013, a few donors have indicated their intention to reduce their contributions. Others have yet to indicate the level of their contribution.

4. Overall contributions to UNDP amounted to $4.64 billion in 2012 compared to $4.82 billion received in 2011, with other (non-core) contributions to UNDP reaching a total of $3.79 billion. Earmarked contributions from bilateral donors in 2012 decreased to $1.33 billion from $1.45 billion in 2011. While earmarked resources entrusted to UNDP by multilateral partners and the European Commission increased to $1.53 billion from $1.51 billion in 2011, local resources provided by programme countries increased to $931 million in 2012, from $884 million in 2011.

5. The quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system is guiding the next strategic plan in setting the vision, orientation and organizational priorities for the future. These in turn will inform the next programming arrangements and the integrated budget. The integrated budget, scheduled for final consideration at the second regular session of the Executive Board in September 2013, will improve transparency, integration, harmonization and comparability with the integrated budgets of the United Nations Population Fund and the United Nations Children's Fund. It will also bring together planning and resource allocation considerations, which in turn will allow for better setting of goals for resource mobilization.

6. The UNDP agenda for organizational change is now aligning with the development of the new strategic plan to ensure that UNDP delivers effectively, in line with new strategic directions, and efficiently, to provide value for money. A major corporate priority that forms part of this agenda is the integrated resource mobilization strategy, which addresses the issue of bringing together core and non-core resources. The strategy delineates the UNDP goal of diversifying its sources of funding so that they include traditional official development assistance partners, emerging economies, programme countries, the private and philanthropic sectors, global and vertical funds and partnerships with multilateral and regional banks.

7. As UNDP evolves its own strategic positioning in carrying forward the outcomes of the United Nations Conference on Sustainable Development (Rio+20), it is also contributing to the development of the post-2015 framework, and continuing to ensure that its work is governed by sound principles of aid effectiveness, including the Doha Declaration on financing for development. These processes as well as the recent QCPR consultations have provided a welcome opportunity to discuss the subject of critical mass. As requested by the General Assembly in resolution 67/226 of 21 December 2012, UNDP is in the process of engaging with other funds and programmes to define common principles for a concept of

[1] The present report includes contributions to UNDP regular resources and to UNDP other resources as detailed in section I. Contributions to the funds and programmes administered by UNDP are referenced in dedicated paragraphs in this report and are not included under the contributions to UNDP. In accordance with standard practice, a detailed account of the overall income and contributions to UNDP will be submitted at the second regular session of the Executive Board 2013 under the segment pertaining to the annual review of the financial situation in 2012.

critical mass of core resources, and will be developing – based on these principles – a proposal for a UNDP-specific definition to be presented to the Executive Board.

## II. Background

8. Numerous Executive Board decisions stress the importance of an adequate, stable and predictable level of regular resources for UNDP.[2]

9. As reflected in the annual reports on the multi-year funding framework for the years 2004 through 2007 (DP/2005/16, DP/2006/17 and Corr. 1, and DP/2007/17) and welcomed by the Executive Board in decisions 2005/23, 2006/24 and 2007/26, gross regular resource income achieved in 2004, 2005 and 2007 exceeded the respective annual targets, falling short of the target only in 2006.

10. In its decision 2007/32, the Executive Board approved the integrated financial resources framework of the strategic plan covering the planning cycle 2008-2011, thereby replacing the funding framework and targets embedded in the multi-year funding framework.

11. In its decision 2009/9, the Executive Board extended the strategic plan to 2013. The integrated financial resources framework, as approved in decision 2007/32 and as adjusted and amended in the midterm review of the strategic plan (DP/2011/22, paragraph 204), represents the overall funding target for the strategic plan, encompassing regular and other resources.

*United Nations Capital Development Fund*

12. The United Nations Capital Development Fund (UNCDF) is the United Nations capital investment agency for the world's 49 least developed countries (LDCs). UNCDF offers a unique combination of flexible seed capital (grants, loans and guarantees) and technical assistance directly to public and private actors, at national and subnational levels, to promote sustainable, inclusive growth in the LDCs – including those emerging from crisis – with a special commitment to bringing about transformational change through upstream policy impact and scalable interventions. Local development finance programmes strengthen public financial management to improve infrastructure investment and delivery of basic services by local government authorities. They also provide access to funding mechanisms, project financing and technical assistance in support of local economic development, including to private sector initiatives. Inclusive finance programmes increase access by poor people and small businesses to financial services including savings, credit, insurance and remittances. Building on its expertise in inclusive finance and local development finance, UNCDF contributes to higher food security, climate change resilience, access to clean energy and to economic empowerment of women and youth.

13. Whenever possible, UNCDF support is provided via national systems, in accordance with the development effectiveness principles laid out in the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. UNCDF works in challenging environments – remote rural areas, countries emerging from conflict – and paves the way for others to follow. Its programmes are designed to catalyze larger investment flows from the private sector, development partners and national governments, for significant impact on the Millennium Development Goals, especially Goal 1, eradicate extreme poverty and hunger; Goal 3, promote gender equality and empower women; and Goal 7, ensure environmental sustainability. Established by the General Assembly in 1966 with headquarters in New York, UNCDF is an autonomous United Nations organization affiliated with UNDP.

*United Nations Volunteers*

14. Set up by the General Assembly in 1970 and administered by UNDP, the United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges and benefits both society at large and the individual volunteer by strengthening

[2] Executive Board decisions 98/23, 99/1 and 99/23, which were reaffirmed in decisions 2002/9, 2002/18, 2003/24, 2004/14, 2005/20, 2006/24, 2007/17, 2008/16, 2009/10, 2010/14, 2011/15 and 2012/10.

trust, solidarity and reciprocity among citizens. UNV contributes to peace and development by advocating for recognition of volunteers, working with Governments, United Nations organizations, peacekeeping and special political missions and other partners to: mobilize national and international UN volunteers; mobilize online volunteers; advocate for volunteerism globally; support the building of national volunteer capacity; and integrate volunteerism into development programming. More than 3,000 UN volunteers annually make important contributions to peacekeeping and special political missions of the United Nations. In reflecting on the tenth anniversary of the International Year of Volunteers (IYV+10) in 2011 that was successfully marked globally, the General Assembly, in resolution 67/138 of 20 December 2012, welcomed the results of IYV+10 and made a renewed commitment to volunteering for peace and development by looking forward to integrating volunteering in the next decade. Additionally, at the end of 2012 the UNDP open trust fund for United Nations youth volunteering was established to support the new UNV youth volunteering programme that will be launched during 2013 in response to the Secretary-General's Five-Year Action Agenda.

15. In 2012, more than 6,807 professionally qualified, experienced and committed women and men from 159 countries served as volunteers in 127 countries in support of United Nations system-wide efforts to promote peace and development, including the achievement of the Millennium Development Goals. Eighty-one per cent of the volunteers were nationals of developing countries, reaffirming the UNV programme as a concrete expression of South-South cooperation. In financial terms, the programme exceeded $237 million, of which just over 3 per cent was financed from the Special Voluntary Fund.

# III. Volume

## A. Contributions to UNDP regular resources

16. Following steady increases between 2000 and 2007, when contributions to regular resources increased after six years of decline (1995-2000), UNDP regular resources decreased again in 2008, 2009 and 2010, and increased slightly in 2011. Provisional data show that contributions to regular resources for 2012 decreased to $846.1 million from $974.5 million in 2011. The 10 largest contributors to regular resources in absolute dollar terms in 2012 (in order of magnitude) were Norway, Sweden, United Kingdom, Japan, United States, Netherlands, Switzerland, Denmark, Germany and Belgium.

17. The political commitment of Member States to the regular resource base of UNDP is reflected in the fact that 50 countries made contributions to the regular resources of the organization in 2012, including eight countries that increased or resumed contributions. Many programme countries also contributed.

18. None of the members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) increased their contributions in 2012. Contributions in local currency terms to regular resources from 10 OECD/DAC members (Australia, Austria, France, Germany, Ireland, Japan, Netherlands, Portugal, Spain and United States) decreased in 2012, while the other DAC members maintained their 2011 level of contributions in 2012. Two OECD/DAC members – Greece and Italy – did not make regular resource contributions in 2012. Canada's 2012 contribution was received in 2013.

19. In 2012, 22 Member States contributed $1 million or more to regular resources, including 19 of the current 23 OECD/DAC members, as well as China, Saudi Arabia and Turkey.

20. Current projections suggest that, subject to exchange rate fluctuations, contributions to regular resources in 2013 may reach $910 million, still well below the 2013 target of $1.1 billion. Most donors have pledged to maintain their contributions in 2013. While the majority of OECD/DAC members are maintaining their contributions in 2013, a few have indicated their intention to decrease their contributions to regular resources in 2013, and some have yet to convey their intentions at the time of the writing of this report.

21. In many of its decisions, the Executive Board has recognized that the ability of UNDP to fulfil its mandate and to preserve its multilateral, impartial and universal character depends on an adequate and secure regular funding base. Restoring levels and enhancing the predictability of the regular funding of United Nations development activities has been discussed widely, including in the context of the QCPR and the corresponding General Assembly resolutions 56/201, 59/250, 62/208 and 67/226. These resolutions urge organizations of the United Nations development system to address the funding of their operational activities and to explore additional sources of financial support and alternative funding modalities, where appropriate and within the context of their multi-year planning and related financial frameworks. The objective is to secure, on a predictable, continuous and sustained basis, a critical mass of resources required to ensure adequate functioning and the pursuit of long-term development objectives.

## B. Contributions to UNDP other resources

22. Other (non-core) resources are earmarked to specific themes, programmes and activities, and represent a critical complement to the regular resource base of UNDP. Provisional data show that the total of non-core resource contributions to UNDP reached $3.79[3] billion in 2012, which exceeded by 1.1 per cent the projection of $3.75 billion estimated in the strategic plan. The level of other resources demonstrates that UNDP continues to be called upon to support Governments to respond to national development priorities.

23. Bilateral contributions from OECD/DAC members amounted to $1.33 billion in 2012. This represents a decrease of 8.3 per cent compared to the previous year. Many donor Governments, including many of the OECD/DAC members, are active in co-financing UNDP programmes.

24. Non-core resources entrusted to UNDP by non-bilateral partners and multilateral funds amounted to $1.53 billion in 2012, an increase of 1.2 per cent over 2011. The European Commission, the Global Environment Facility and the Global Fund to Fight AIDS, Tuberculosis and Malaria provided almost 75 per cent of the resources in this category.

25. Programme country contributions, including local resources in support to their own national development and third party cost sharing, amounted to $931.6 million in 2012, an increase of 5.3 per cent over $884.5 million in 2011. Local resources increased much more sharply than the projected $750 million (by 24 per cent), clearly exceeding the portfolio alignment called for in the strategic plan (DP/2011/22).

*United Nations Capital Development Fund*

26. In 2012, total contributions to UNCDF resources continued to grow, reaching a record high of $57 million (up from $53 million in 2011). The number and diversity of donors also continued to improve, reaching 36 in 2012 (up from 20 in 2007). The top five donors in 2012 were Sweden, ($10.3 million), MasterCard Foundation ($6.5 million), One UN Fund (multi-donor, $6.3 million), Belgium ($5.8 million) and the European Commission ($4.3 million). While this is a healthy sign of continued and more diverse donor support, much of the recent growth has been in earmarked (other) resources ($43 million in 2012), which have grown by more than 300 per cent in the past seven years. In 2012, a number of new partnerships were launched including an innovative $16 million multi-programme partnership framework for inclusive growth and sustainable development, with Sweden, Norway and Austria supporting seven global programmes; and the Better than Cash Alliance, which includes the United States Agency for International Development, Visa, Bill & Melinda Gates Foundation, Citi Foundation and Omidyar Network, with UNCDF hosting the secretariat.

[3] This includes income received from Member States and multilateral partners for other resources, but excludes interest income, reimbursable support services and extrabudgetary income.

*United Nations Volunteers*

27. The Special Voluntary Fund enables the UNV programme to cultivate diversified approaches that widen volunteer opportunities and deepen the programmatic integration of volunteerism for peace and development. Although it is a modest fund, its importance cannot be overstressed. From research-based projects to pilot interventions in areas such as youth programming and sustainable development, the Special Voluntary Fund is a catalyst for innovation and leveraging additional external resources that serves as a vital foundation for the evolution of the voluntary sector. Contributions to the Special Voluntary Fund in 2012 slightly decreased from $4.7 million in 2011 to $4.1 million in 2012. Given the catalytic role of resources from the Special Voluntary Fund, the UNV programme is seeking to increase contributions to the Fund so as to further explore, expand and strengthen the role of volunteerism and its contributions to development, through for example the first State of the World's Volunteerism Report, which was launched on 5 December 2011.

28. Contributions for fully funded UN volunteers increased from $13.3 million in 2011 to $15.2 million in 2012, continuing the upward trend of recent years. The participation of civil society and citizen volunteers is needed to implement sustainable development as was recognized in The Future We Want, the Rio+20 outcome document, and made visible through the Volunteer Action Counts campaign, which recorded over 64 million volunteer actions for sustainable development. UNV connects many thousands of volunteers with organizations working on the Millennium Development Goals. This is inspiration in action.

## C. Overall contributions to UNDP

29. Overall contributions to UNDP amounted to $4.64 billion in 2012 compared to $4.82 billion in 2011. As detailed above, contributions to regular resources decreased from $975 million in 2011 to $846.1 million in 2012. Other or non-core contributions to UNDP also decreased from $4.82 billion in 2011 to $4.64 billion in 2012. The ratio of regular to other resources remained approximately 1:5 in 2012.

30. In its resolution 67/226, the General Assembly noted with concern that the share of core contributions to United Nations funds, programmes and specialized agencies had declined in recent years. For UNDP, the Executive Board also noted in its decision 2012/10 the trend towards the increased use of restrictively earmarked contributions.

31. Building on General Assembly resolution 64/289 on system-wide coherence, UNDP intends, as mentioned in the introduction, to discuss the concept of critical mass of regular resources in collaboration with other funds and programmes in order to define common principles, as requested in the context of the QCPR (General Assembly resolution 67/226).

# IV. Predictability

32. As reflected in General Assembly resolution 67/226 and in Executive Board decision 98/23 (which was reaffirmed in decisions 99/1, 99/23, 2002/9, 2004/29, 2005/23, 2006/24, 2007/17, 2008/16, 2009/10, 2009/20, 2010/29, and 2012/10), Member States are encouraged to contribute on a multi-year basis, in a sustained and predictable manner.

33. In May 2013, the Administrator wrote to all Member States about funding in preparation for the annual session of the Executive Board. In line with Executive Board decisions 98/23 and 99/1[4], Member States are requested to communicate their voluntary contributions to UNDP and its associated funds and programmes, and are encouraged to provide multi-year pledges.

34. At the time of the preparation of the present report, 39 Member States had indicated their 2013 pledges. However, a number of Member States were not yet in a

[4] These decisions were reaffirmed in decisions 99/23, 2000/1, 2002/9, 2004/14, 2005/23, 2006/24, 2007/17, 2008/16, 2009/10, 2009/20, 2010/29, 2011/15 and 2012/10.

position to convey their pledges. Tables 1 and 2 contained in the statistical addendum to this report (available on the Executive Board website) are based on information received and the best estimates of UNDP, using 2012 contributions. Table 2(c) provides information on government in-kind contributions. All 2012 figures are provisional and subject to modification upon confirmation of actual income figures for the year.

35. Over the initial, four-year time span of the current strategic plan, seven donors had made multi-year pledges to regular resources ranging from two to four years: Australia, Belgium, Canada, Luxembourg, Netherlands, Spain and United Kingdom. New and renewed multi-year pledges covering the new strategic plan will be vital if UNDP is to have a predictable resource base. Member States unable to provide a formal multi-year pledge because of national legislative or other restrictions are strongly encouraged to provide indicative amounts for the forthcoming years.

36. In its decision 98/23, the Executive Board determined that the predictability of core resources could be strengthened if Member States announced specific payment schedules, with early payment encouraged. In paragraph 12 of the decision, the Board decided, inter alia, to review each year at its second regular session the timing of payments made in the previous calendar year. For 2013, most donors have not provided any fixed payment schedule. However, several have already made partial payment towards their 2013 pledges or paid their contributions in full (see schedule 3).

37. A number of donors delayed payment of significant proportions of their pledges until the last quarter in 2012 (38 per cent was still outstanding in the last quarter), adversely affecting the core cash flow of UNDP. To avoid drawing on its operational reserve, UNDP took measures during the year to cut back, delay or postpone expenditures. As of 1 April 2013, 25 per cent of the projected 2013 gross regular resources income has been received, with three OECD/DAC donors (Luxembourg, Netherlands and Norway) having paid their contributions in full.

38. Table 3 in the statistical addendum to the present report includes a payment schedule for contributions for 2013 that have been communicated to the Executive Board secretariat at the time of writing this report. The secretariat notes with appreciation the efforts to date of donors who communicated payment schedules, as well as the efforts made by donors who paid their contributions early and in full. Member States that have not already done so are encouraged to inform the secretariat of their intended payment schedules, including, where possible, early payment. Members are encouraged to adhere to their respective schedules in terms of the currency and timing of payments.

## V. Diversifying the donor base

39. In its decisions 98/23, 99/1 and 2010/14, the Executive Board recognized that only a limited number of donors support the long-term financial sustainability of UNDP. Accordingly, and most recently in decision 2012/10, it has encouraged all donors and programme countries in a position to do so to increase their contributions to regular resources. It also called on Member States to make multi-year pledges, and to make their contributions by the first half of the year in order to ensure effective programming.

40. It is estimated that the 10 largest donors to UNDP will provide close to 85 per cent of regular resources in 2013. In 2000, the top 10 donors accounted for 86 per cent of contributions to regular resources. With the aim of broadening the funding base, UNDP has redoubled its efforts to reach out systematically to current and prospective development partners to build commitment for common action in order to ensure that the resource base of the organization also reaches agreed target levels.

41. In 2012, 50 Member States made contributions to regular resources compared to 58 countries in 2011. Of these 50 countries, eight (all of which are programme countries) either increased or resumed contributions in 2012 (Afghanistan, Bangladesh, Estonia, Hungary, Kazakhstan, Mozambique, Sri Lanka and Turkey). Total regular resource contributions from programme countries, after the application of the accounting linkage towards local office costs, amounted to approximately $9.2 million in 2012. Three programme countries (China, Saudi Arabia and Turkey) contributed $1 million or more to the regular resource base of the organization.

42. More programme countries are also invited to contribute to non-core resources of the organization. Many programme countries are already funding projects in other programme countries through South-South cooperation arrangements as well as contributing towards local office costs and government in-kind contributions, such as the provision of rent-free office premises, in addition to contributing substantial resources to UNDP programmes in their respective countries. Contributions from programme countries to other resources (local resources and third party cost-sharing) increased by 5.3 per cent from $884.5 million in 2011 to $931.6 million in 2012.

*United Nations Capital Development Fund*

43. The UNCDF donor base continued to grow and diversify in 2012 with 36 donors (up from 33 in 2011 and 20 in 2007) contributing to UNCDF resources, including $10 million from major private sector foundations and corporations, representing 18 per cent of total income. Despite considerable improvements in donor diversification and burden-sharing in recent years, UNCDF continues to be dependent on a limited number of donors for contributions to its regular resources, currently approximately $17 million (including a $2.3 million allocation from UNDP). The level of core resources falls short of the estimated $25 million minimum threshold required to sustain UNCDF operations in 40 LDCs to which UNCDF has committed support in its investment plan. As a result, UNCDF in 2012 initiated stakeholder consultations on scenarios for its future, based on Executive Board decision 2012/12. The consultations confirmed the relevance of the UNCDF practice areas, flexible investment mandate and interventions in the post-2015 development framework. The stakeholder consultations held in 2012 and early 2013 have identified different possible ways to address the unsustainable imbalance between regular and earmarked resources. UNCDF, encouraged by the consultations, is exploring new sources of financing for development with potential private sectors partners.

*United Nations Volunteers*

44. UN volunteers work in 127 countries around the world, enabling communities to contribute to peace and development. It is the volunteer ethos of UNV that makes it special in the United Nations family. Donor contributions continued to be critical in the development of volunteerism programming and mobilizing volunteers. Throughout 2012, UNV made successful strategic efforts to widen, diversify and ensure predictability of its donor base, including to non-traditional donors such as middle-income countries. A number of donors contributed for the first time or renewed their commitment to UNV. Despite the financial crisis, UNV was able to record overall growth of almost 10 per cent in donor funding to a total of $23.3 million (encompassing the UNV full funding scheme, cost sharing and the Special Voluntary Fund).

## VI. Conclusion

45. The overall level of resources entrusted to UNDP demonstrates the support extended to UNDP by Member States and partners. In 2013, regular resources are expected to increase to $910 million, in part due to delayed payments from 2012. More generally, the absence of multi-year commitments from a number of key donors points to a trend for concern in the level of core contributions in the years ahead.

46. The ability of UNDP to deliver effective capacity-building support for development depends on a critical mass of funding, with regular resources forming the bedrock of UNDP finances. UNDP relies on this bedrock to support strategic and flexible management approaches focused on long-term effectiveness. Development is a long-term challenge that requires strategic focus together with tactical flexibility and an ability to respond to crises and opportunities.

47. As part of its organizational change agenda, UNDP is fully committed to ensuring rigorous reporting on the results to which it contributes. It is also determined to find the most effective and efficient way to use the resources entrusted to it. UNDP continues to accord the highest priority to securing an adequate, stable and predictable base of regular resources and to finding a viable ratio of regular to other resources. The integrated resources framework of the strategic plan as adjusted and amended in the midterm review (DP/2011/22, paragraph 204) requires the full support of partners to achieve the prescribed targets.

United Nations DP/2013/14

# Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

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# Report on the Global Programme, 2009-2013: performance and results

*Summary*

The final report of the UNDP Global Programme, requested by the Executive Board in decisions 2008/32 and 2011/18, assesses the progress achieved by the UNDP multi-practice policy advisory services, including progress towards the Millennium Development Goals, preparations for the United Nations Conference on Sustainable Development (Rio+20), and advancing the local development and governance agendas. The report notes that the Global Programme has influenced global policy debate and brought policy services to national counterparts and country offices. The Executive Board may wish to take note of the final report and recommend that UNDP provide more integrated and programme-focused policy advice, spanning the areas of work identified in the Strategic Plan, to be more effective in helping countries respond to increasingly complex and interconnected development challenges.

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# I. Introduction

1. The Global Programme has provided a global framework for and financed the core infrastructure of UNDP policy analysis, global advocacy and policy advisory services at the regional and country office levels. The Global Programme is integrated with and is complementary to the regional programmes through the mechanism of the regional service centres. It is the vital thread that connects the 135 UNDP country offices, five regional centres and global policy centres. Designed to support programme countries in achieving internationally agreed development goals, including the Millennium Development Goals, the fourth Global Programme (DP/GP/2) applied global diagnosis and perspectives to development challenges, catalyzing development solutions and ensuring that development experience, innovation and good practices are shared across and within regions.

2. This final report of the fourth Global Programme, 2009-2013, is submitted to the Executive Board in response to decisions 2008/32 and 2011/18. The evidence has shown that through the Global Programme, UNDP has been well positioned to influence global development policy debates and national development activities over the programme period.

# II. Shifting development context

3. The fourth Global Programme has responded to the challenges of a dynamic global environment, providing policy leadership and guidance, piloting innovative initiatives and serving the development needs of programme countries. This has necessitated a focus on supporting countries in adopting 'triple win' approaches that integrate social, economic and environmental objectives simultaneously. As many nations of the South have reduced the proportion of people living in extreme poverty, meeting the first Millennium Development Goal three years ahead of the deadline, the role of UNDP has been to support national partners to achieve transformative results, derive lessons learned and share good practices across programme countries.

# III. Response to Executive Board decisions 2008/32 and 2011/18

4. An assessment of the Global Programme's performance using the UNDP results management system shows positive results: 68 per cent of the targeted outcomes have shown significant progress, with 32 per cent of the targets met or exceeded. The successful achievement of poverty reduction targets, most of the environmental targets and capacity development outcomes highlights the value of an integrated approach, in particular the focus on the poverty-environment nexus that was specifically highlighted as a best practice in a recent independent evaluation, pointing to the future direction of the organization's integrated approaches.

5. As requested by the Executive Board in decision 2011/18, the present report demonstrates progress in achieving multi-practice, cross-bureau and inter-agency work and partnerships during this period, exemplified in preparations for the United Nations Conference on Sustainable Development (Rio+20) and its outcome document, "The Future We Want". As international consensus converges in calling for an integrated response involving all stakeholders for a sustainable, inclusive development, efforts to integrate the practice architecture have intensified, as by the Poverty-Environment Initiative and the Millennium Development Goals Acceleration Framework (MAF). Furthermore, in strengthening local governance and local development, the 2010 evaluation in this area highlighted the successful promotion by UNDP of gender issues in local governance, while noting the need for strategic and systematic mainstreaming efforts. In response to the evaluation, a cross-practice task force and global peer review group were established in 2011, involving the United Nations Capital Development Fund (UNCDF) and United Nations Volunteers, to develop an integrated framework on local governance and local

development. The strategy provides a common framework for the integration of local governance and local development in policy and implementation and offers a coherent approach to collective engagement in the field.

**Lessons learned globally**

6. Over the course of the programme period, UNDP conducted eight thematic evaluations, including evaluations of the poverty-environment nexus and the UNDP contributions to strengthening national capacities and electoral systems, in addition to multiple other reviews covering areas of parliamentary support, governance assessments and support to gender equality. The ability of the cadre of policy advisers in regional service centres to pioneer cross-practice work to address complex development issues has been highlighted by independent evaluations, including the evaluation of the UNDP contribution at the regional level to development and corporate results (DP/2011/12), submitted to the Executive Board in 2011. This evaluative evidence has been used to inform the direction of various portfolios across the Global Programme.

7. In identifying the weaknesses of UNDP, evaluations have highlighted the challenge of linking downstream activities to larger agendas due to lack of systematic analysis of lessons learned, which has stymied the dissemination and scaling up of these lessons. Both the evaluation on the poverty-environment nexus and the evaluation on strengthening national capacities speak to the need to better capture lessons learned using this knowledge to breed further success. UNDP has been working to address its slow progress in institutional learning, innovation and knowledge management, which has meant some significant investments in knowledge management over the course of the fourth Global Programme.

8. The recent independent evaluation of the fourth Global Programme (DP/2013/19), which noted the important contribution of the Global Programme to the global policy participation of UNDP, also drew attention to deficits facing UNDP in its implementation of this broad-based programme. Importantly, the evaluation recommended strengthening the Global Programme to add value beyond what UNDP accomplishes through its regional and country programmes. Other recommendations include:

(a) the need for more specialized policy and technical services in a smaller number of programme areas and to develop a corporate strategy to guide advisory services at the global and regional levels;
(b) prioritization of integrating gender in UNDP programmes and policy engagement;
(c) the need for systematic knowledge-sharing activities that are monitored for effectiveness.

9. The evaluation of the Global Programme found that there had been improvement in the cross-practice work in the key thematic areas, although there were limitations in systematically promoting and institutionalizing cross-practice work. As indicated in the evaluation, some activities lent more to cross-practice collaboration than others. The Global Programme will have to provide better and more integrated programme-focused policy advice to be more effective in helping countries respond to increasingly complex and interconnected development challenges. This could result in a shift in the organization of policy services, retaining the specialization demanded by partner countries, without the unintended consequences of becoming siloed. In this regard, while horizontal knowledge-sharing has progressed, there is still room for improving the role of the Global Programme in brokering South-South expertise and experience.

10. The evaluation indicates that the interface between the Global Programme and the regional programmes was uneven, with scope for improving collaboration when deploying resources. The introduction of the UNDP Annual Business Plan and the cascading integrated workplans of the central and regional bureaux have mitigated parallel planning. Findings from the evaluations of UNDP regional programmes will assist in the design of the next Global Programme, including in

improving collaboration with regional programmes. For instance, the regional programme for Europe and the Commonwealth of Independent States was found to have high-level advisory services and knowledge products, while the comparative advantage of the regional programme for Latin America and the Caribbean was in its upstream work. These observations will assist in the design of the next Global Programme.

11. Internally assessing support to clients, in 2012 UNDP conducted the Global Products and Services Survey of clients and staff. The survey found that advisory services across the practice areas were well received by respondents in regional centres and at headquarters, with average approval ratings above 75 per cent across the three dimensions (see table 1 below). In assessing performance in practice leadership and policy guidance since 2010, the HIV group improved by 7 percentage points, the poverty group by 4 percentage points and the democratic governance group and gender team by 3 percentage points each. Respondents noted their satisfaction with overall advisory services among the regional service centres, highlighting regional practice leadership in democratic governance and in environment and sustainable development. At headquarters, respondents consistently highlighted the value of practice leadership and guidance across all practice areas. These results signal the primacy of the UNDP global policy function for its clients.

**Table 1. Percentage client satisfaction of headquarters service lines across Global Programme practice areas, Global Products and Services Survey 2012**

| Dimension | Poverty reduction/ Millennium Development Goals | HIV/AIDS | Democratic governance | Environment & sustainable development | Gender equality | Capacity development |
|---|---|---|---|---|---|---|
| Practice leadership & policy guidance/policy guidance and programme advice and support | 80 | 88 | 80 | 79 | 81 | 74 |
| Programme/project formulation and implementation support | 73 | 83 | 76 | 78 | 79* | 71 |
| Knowledge Management frameworks, products and services | 76 | 81 | 76 | 75 | 78 | 77 |

* Refers to gender mainstreaming/capacity support.

# IV. Programme results

**Poverty eradication and achievement of internationally-agreed development goals, including the Millennium Development Goals**

12. Under the Global Programme, UNDP committed to advancing the sustainable achievement of the Millennium Development Goals and poverty reduction targets through: adapting to country-specific contexts; bringing the multidimensional perspective of human development into national forums on socio-economic development; and supporting national capacity development efforts for evidence-based, pro-poor policymaking.

13. Building on its country-based experience, UNDP supported accelerating the achievement of the Goals through a number of strategies and initiatives, including through its creation of the Breakthrough Strategy in 2009, inputs to the Millennium Development Goals Gap Task Force Report 2010, support to the 2010 High-Level Plenary Meeting of the General Assembly and its outcome, and rolling out the MAF. Preparing for the High-Level Plenary, advisers from the Global Programme developed a synthesis report on the Goals, drawing on its work supporting more than

70 national reports. The team also supported the United Nations Department of Economic and Social Affairs (UNDESA) in preparation of the Secretary-General's report, "Keeping the Promise". The resulting outcome document saw Governments doubling down on their commitments to meet the Goals by the 2015 deadline and strong interest in devising the post-2015 agenda. UNDP has continued to play a major role in the development of the post-2015 agenda, including maintaining global pressure to meet the Goals and organizing a series of global expert consultations, including one on growth and employment, bringing together mostly Southern experts, which developed key recommendations on growth, structural transformation, employment and poverty reduction.

14. By 2009, over 20 countries had benefited from UNDP advisory services integrating the Goals into their national development programmes and by 2011, scaling-up of Goals-related initiatives was underway in 22 countries. Incorporating gender-mainstreaming components, the MAF has been rolled-out in 45 countries, more than half of which are middle-income countries (MICs), systematically identifying bottlenecks to achievement of the Goals and prioritizing solutions. MAF assistance has included provision of gender advisory services to 16 countries for improving maternal and reproductive health after this Goal was identified as the most off-track, thus linking global advice to local needs. The evaluation of the regional programme in Latin America and the Caribbean, the region with the highest proportion of MICs, highlighted the relevance and effectiveness of the Goals agenda in complementing national processes and drawing attention to vulnerable groups within countries, as well as in the flexibility, practicality and effectiveness of the MAF approach.

15. The recent global economic crisis reinforced significant concerns about the impact of financial and economic shocks on human development. In response, UNDP poverty advisers developed the policy report, "Towards Human Resilience", which explores how macro-economic crises affect the world's most vulnerable economies and what structural characteristics lead to resilience in the face of unpredictable global economic changes. Additionally, UNDP, in collaboration with other agency partners, was instrumental in supporting the establishment of Global Pulse (formerly known as the Global Impact and Vulnerability Alert System). Global Pulse is an innovation initiative launched by the Executive Office of the Secretary-General, in response to the need for more timely information to track and monitor the impacts of global and local socio-economic crises. Global Pulse is exploring how new, digital data sources and real-time analytics technologies can help policymakers understand human well-being and emerging vulnerabilities in real-time, in order to better protect populations from shocks. Furthermore, UNDP has collaborated with the International Labour Organisation (ILO) and UNDESA to explore issues of jobs, decent work and inclusive growth, as well as leading inter-agency efforts to support institutional reforms and capacity for youth entrepreneurship through the United Nations Inter-Agency Network on Youth Development.

16. Focusing on vulnerable and marginalized groups led to the establishment of the United Nations Partnership to Promote the Rights of Persons with Disabilities, the first of its kind, funding 11 countries in addressing the disability rights agenda and led by UNDP. In 2012, as a result of support from the Thematic Trust Fund for Poverty Reduction, 18 countries have received assistance in the design and implementation of social protection schemes, particularly targeting vulnerable groups.

17. As resources shrink and development challenges have become more complex, posing greater demands for integration and sustainable results, pressure for cost-effectiveness and value for money has increased. To enhance the impact of poverty reduction programmes, Global Programme advisers have developed the "Scaling Up Local Development Solutions for Transformational Change" project, employing a cross-disciplinary approach across a number of different practices, bureaux and other organizations, including UNCDF and the International Fund for Agricultural Development. For example, working with the regional bureau for Asia-Pacific,

the Global Programme provided targeted policy and programme support in engaging 20 country offices to identify successful, scalable local solutions and methodologies for the regional "Scaling Up Fund" with commitments to further roll out corporate guidance to over 30 countries by the end of 2014.

18. Rising levels of development over many parts of the South have altered the types of services requested by UNDP partner countries, with greater emphasis on partnership and knowledge management, expressed in co-sponsorship of think tanks, policy centres, etc. that are aimed at producing global knowledge goods and services. The International Policy Centre for Inclusive Growth (IPC-IG), a centre of excellence co-sponsored by UNDP and the Government of Brazil, has focused on delivering high-quality knowledge products and supporting dialogue on issues of inequality, inclusive development and social protection to its network of over 30,000 policymakers and development practitioners across 189 countries. Producing over 500 knowledge products over the course of the programme period with more than 1 million downloads recorded, the IPC-IG has mobilized in-house expertise to rapidly produce compact briefs and "one-pagers" responding to pressing development issues and adding value to major development debates happening in the field. In response to demand following Rio+20, IPC-IG is evolving into the Rio Centre for Sustainable Development.

19. Capacity development in the UNDP poverty reduction portfolio has aimed at strengthening national capacities, developing knowledge products and learning resources and providing technical assistance. Various capacity tools have been developed over this time period, including the toolkit on the Human Development Impact Assessment of Trade Policies and the Aid for Trade Guide for Needs Assessments. Technical assistance in multilateral trade also continues to be an area where UNDP contributes to capacity development, particularly among least developed countries (LDCs). By the end of 2009, 40 LDCs had received assistance in expanding trade capacities, deepening global economic integration and more inclusive globalization. In 2011, 14 LDCs received support through the Enhanced Integrated Framework, through which UNDP leverages partnerships for better articulation of trade policies, bringing together all relevant stakeholders. Through the Global Programme, UNDP has also helped development planners include gender initiatives in Millennium Development Goal-based national development plans with the creation of the gender needs assessment tool, which estimated the costs of gender equality and women's empowerment initiatives, and was officially adopted with positive results by 22 African countries as part of national planning and budgeting processes. For instance in Kenya, this led to the adoption of energy subsidies for women.

20. **Gender response**. An example of Global Programme policy advisory services providing critical support at the country level, and one of the strengths highlighted in the midterm review of the gender equality strategy, is the Gender and Economic Policy Management Initiative (GEPMI), launched in partnership between the gender team, poverty experts and the regional bureau for Africa. Developing expertise in gender-responsive economic policymaking and planning, this programme has equipped more than 600 policymakers, economists, statisticians and gender equality experts from 58 countries with tools and knowledge to analyze, design and implement gender-responsive macroeconomic policies consistent with the achievement of the Millennium Development Goals. Good examples include the integration of gender-responsive budgeting into the national budget in Zambia and the use of GEPMI training to support the development of Nepal's next three-year plan.

**HIV, health and development**

21. While many important advances have been made in the last decade in preventing and treating HIV and other health priorities, progress in many countries tackling health-related Millennium Development Goals has been hampered by a failure to reach the most vulnerable populations and address inequalities. Additionally, threats from non-communicable diseases (such as cancers and

diabetes) are growing in low and middle-income countries, pushing households into poverty and deprivation at enormous social and economic cost. Global health discourse increasingly recognizes the importance of integration and linkages between various disease programmes, and between health and development, to address the social, economic and environmental determinants of health.

22. Through the Global Programme, UNDP was able to effectively contribute to global discourse, policy and practice on HIV, health and development, ensuring internal coherence between global, regional and country policies and programmes, in line with the agreed mandate of UNDP under the Joint United Nations Programme on HIV/AIDS (UNAIDS) and as a partner of the Global Fund to Fight AIDS, Tuberculosis and Malaria. This work also helped ensure that country experience informed global policy as UNDP support to national partners and programmes drew on cross-regional best practices and global and regional policy guidance.

23. For example, the Global Programme supported the 2010 establishment of the Global Commission on HIV and the Law, which issued a groundbreaking report and recommendations for strengthening legal environments to effectively respond to the HIV epidemic and supported regional dialogues on HIV and the law, engaging key regional bodies and supporting exchanges between government and civil society representatives. As a result, the Commission has helped to catalyze national dialogues and law reform efforts in more than 30 countries to promote the human rights of people living with HIV, particularly women and vulnerable groups. Support for the Commission has also enabled the mobilization of additional resources ($3.8 million) for UNDP country offices to implement follow-up work in eight countries in sub-Saharan Africa and four countries in Europe and Central Asia. In July 2012, the Republic of Moldova convened a national dialogue to implement the Commission's recommendations and discuss how national laws can be applied to promote an effective HIV response, resulting in the adoption of an action plan to ensure that the law works for people affected by HIV.

24. Partnering with the Global Fund since 2003, UNDP has supported more than 40 countries in implementing large-scale HIV, tuberculosis and malaria programmes, managing 12 per cent of the Global Fund's portfolio at a value of $2.4 billion and benefiting millions of people. In addition to delivering essential public health services and supplies, as principal recipient for the Global Fund, UNDP has influenced broader country and global policy environments, including the Global Fund's Board and Secretariat, to accelerate achievements, sustain results to develop an implementation plan that promotes human rights. Furthermore, the evaluation of UNDP partnerships with global funds and philanthropic foundations, which assessed UNDP partnership with three global funds and three philanthropic foundations, confirmed that partnerships facilitate UNDP engagement in global policy dialogue and in innovative programming at the country level.

25. **Gender response**. The Global Programme has contributed to developing global guidance and programming addressing HIV among women and girls. By closely partnering with the United Nations Population Fund (UNFPA), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the UNAIDS Secretariat to support the development and implementation of the UNAIDS Agenda for Accelerated Country Action for Women, Girls, Gender Equality and HIV, UNDP led inter-agency efforts to support leadership development programmes for women and girls living with HIV in more than 30 countries, to implement a universal access initiative in the 10 countries with the highest number of women living with HIV, and to strengthen integration of gender in national AIDS programmes. As a result of this support, for instance, the Zambia National AIDS Strategic Framework demonstrates a clear commitment to addressing gender-based violence and promoting gender equality, and has led to the creation of a national steering committee on gender and HIV, with representation from the Government and civil society. With support from the Global Programme, UNDP partnered with other United Nations organizations and civil society partners in helping 31 countries to integrate responses to

gender-based violence within national AIDS responses, engaging men and boys to advance gender equality.

**Democratic governance**

26. Mandated to address democratic governance and the main provider of technical assistance in this area worldwide, UNDP oriented Global Programme work in this area across three clusters: increasing inclusive participation; strengthening responsive governance institutions; and promoting international principles of accountability and human rights, including women's rights.

27. UNDP efforts toward anti-corruption over the programme period included implementation of the United Nations Convention against Corruption (UNCAC), acceleration of work towards the Millennium Development Goals, and global advocacy and awareness-raising on anti-corruption. Sixteen countries received policy support to assess governance reforms and 112 countries were able to strengthen national capacities to fight corruption in 2009. From 2011 to 2012, 15 of 67 country offices reporting on anti-corruption offered stand-alone anti-corruption programmes and 52 had mainstreamed anti-corruption into other governance areas. Thanks to support for UNCAC implementation, 20 countries initiated projects to reduce resource leakages, increase public participation and improve service delivery.

28. Since 2009, UNDP country-based programming has increased and improved, with activities on the rule of law and access to justice in over 100 developing countries thanks to Global Programme advisory support. Targets designated within the UNDP Strategic Plan on improving access to justice through informal means have been exceeded, with 50 developing countries assisted in setting up effective legal aid schemes, against the original target of 10. In 2012, UNDP collaborated with UN-Women and the United Nations Children's Fund (UNICEF) on a study on informal justice systems which identified how engagement with these systems can build greater respect and protection for human rights, and examined the value provided to grass-roots communities through these flexible structures and processes.

29. In its parliamentary support, the Programme worked across the Arab States, West Africa and Central America in 2012 to empower parliaments as actors in conflict prevention and post-conflict reconstruction. Given the relevancy of the democratic governance agenda in the wake of the upheavals across the Arab States region, Global Programme support in 2012 expanded to address the needs of national transitional councils, constitutional assemblies and political parties, ensuring the participation of women in political transitions. In Tunisia, through the Global Programme on Parliamentary Strengthening, UNDP provided support to more than 50 political parties, between April and July 2011, to strengthen the capacities, knowledge and skills of politicians and technocrats toward ensuring a more inclusive and consensus-based transition process.

30. The flagship Global Programme on Electoral Cycle Support (GPECS) launched its $50 million programme in 2009. The design, resource mobilization and implementation of this programme – the largest United Nations global initiative on elections – was made possible by the seed-investment of the Global Programme. Helping countries improve their electoral laws, processes and institutions and enhancing the participation of women in electoral processes, the three-year GPECS innovated in new areas of demand, including electoral indicators, media and elections, elections and conflict and youth participation. In 2009, 35 country offices were designing, implementing or evaluating their electoral programmes with many benefiting from direct support missions from UNDP policy advisers. By 2011, direct support had been provided to electoral institutions and processes in 15 countries (10 in Africa, 4 in Arab States and 1 in Asia). As of 2012, 62 country offices had received assistance towards improving the quality and credibility of electoral processes. UNDP work on elections through the Global Programme and its ancillary programmes has been confirmed as one of the major contributions and most significant flagships of the organization in evaluations by UNDP and the United Kingdom's Independent Commission

for Aid Impact. Since 2008, more than 40 country offices have reported strengthening gender-mainstreaming within electoral assistance programming and UNDP is now recognized for its support for advancing women's political participation, gender quotas and working with electoral management bodies, legislative assemblies, etc. with more than 30 country offices reporting they helped build the capacities of aspiring women candidates as one example.

31. Leveraging the rapid diffusion of new information and communications technologies, including mobile phone technologies and social networks, the Global Programme's "e-governance" approach provided catalytic support for harnessing such innovations in programme countries. From giving voice to 44,000 youth in Madagascar's rural communities on human rights, citizenship and employment, to providing a host of basic social services in Uzbekistan through the development of one-stop shop centres reaching over 200,000 people in its first year of operations, UNDP e-governance work is changing the way programme countries interact with their citizens. Private sector firms are acknowledging this work and joining with UNDP; IBM and Microsoft have provided grants to support government institutions and build local e-skills, and Motorola has provided grants for mobile innovations for development in poor countries.

32. Aiming to create an enabling environment for national human rights institutions (NHRIs), which serve as the country-level pillars of national human rights systems, UNDP assisted over 80 NHRIs over the course of the Global Programme. This support included technical cooperation initiatives and advocacy; assessments and strengthening of capacity needs; promoting partnerships and exchanges of knowledge; and enhancing the capacities of Governments to meet their international treaty obligations and follow up the outcomes of United Nations human rights mechanisms, including the universal periodic review process of the Human Rights Council. Provided by the governance team and the knowledge, innovation and capacity team, support to NHRIs included the roll-out of the Regional Capacity Assessment Framework, resulting in the development of a body of knowledge, instruments and tools to assist practitioners.

33. Policy support also assisted 123 countries in turning local governance and local development programmes into cutting-edge interventions for improved quality of life. Through the development of new tools, guidelines and targeted policy advice, UNDP policy advisers have assisted subnational governments in their role as the unequivocal frontline institutions for achieving the Millennium Development Goals, instituting cross-regional exchanges of lessons learned to support capacity development and focusing on inclusive planning and economic development, which are particularly relevant to transitional and post-conflict countries. As part of a larger United Nations response to rebuilding public administration in post-conflict circumstances, UNDP has led a United Nations working group on public administration in post-conflict settings, conducting seven country case studies and producing a set of guiding principles to inform future United Nations support for the restoration of public administration in post-conflict environments, focusing on Libya, Myanmar, Nepal and Timor-Leste.

34. The Democratic Governance Thematic Trust Fund (DGTTF) facility, established in 2001, had disbursed over $124 million in the past decade. This fund was designed to provide country offices with funds to explore innovative approaches, address issues in politically sensitive areas to produce a catalytic effect, leading to scaled-up projects and programs. Programmatic work by the regional governance team in the Arab region in the wake of the political transitions and conflicts from 2010 to 2013 was funded solely by DGTTF, including four regional consultations of direct relevance to the transition process in areas of comparative experiences on transitions, electoral assistance, constitution-making and transitional justice.

35. As a key global policy centre on democratic governance co-funded by the Global Programme and the DGTTF, the Oslo Governance Centre has contributed to global outcomes on governance through the innovative Global Programme on Democratic Governance Assessments (GAP) and the first-ever Oslo Governance Forum, which assembled more than 280 policy makers, academics

and practitioners to discuss effective renewal of democratic governance processes and institutions for a new era. The 2011 forum culminated in the adoption of the Oslo Principles on Democratic Governance Assessments and the establishment of governance assessments for social accountability to influence global discourse on development financing, including a focus on removing corruption bottlenecks. The GAP mid-term review found that stakeholders' capacities to assess and measure democratic governance had been strengthened in all 35 countries that had received direct technical and/or financial support from the Global Programme in 2011. There is also evidence that these assessment tools are being adopted by programme countries, as in the case of Bhutan, Indonesia, the former Yugloslav Republic of Macedonia, several states in Mexico and the local government in Ningbo, China.

36. As necessitated by complex development challenges, cross-practice policy services and partnerships across the democratic governance portfolio increased sharply. One example is the mapping of corruption risks in the adaptation of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD), combining experts from energy and environment, democratic governance, poverty reduction and the advisers of the UNDP gender team to assist Governments in designing transparent, effective and accountable management systems for "REDD+" payments and benefits. Inter-agency efforts launched under the Global Programme include the United Nations Indigenous Peoples' Partnership, in collaboration with ILO, the Office of the High Commissioner for Human Rights (OHCHR), UNICEF and UNFPA, as well as global consultations co-facilitated by UNDP and OHCHR on the post-2015 development agenda to build momentum around the centrality of governance in international development goals.

37. **Gender response**. In terms of integrating gender, data from the annual reporting exercises show that more than one third of country offices providing electoral support have incorporated a gender approach to their work. Mainstreaming efforts included the 2012 launch of a guidebook with 20 case studies on how political parties can advance gender equality and women's empowerment, available in over 11 languages and used in training and advocacy workshops across more than 16 countries in 2012. Additionally, the gender in public administration project has examined the promotion of women's participation in public administrations, including decision-making positions, underscoring the increasing participation of women in electoral processes where Global Programme support was provided, as voters, candidates and elected members of parliament.

**Environment and sustainable development**

38. The role of UNDP in this area is to use sound environmental management to advance poverty eradication goals, while ensuring that development efforts do not harm the environment.

39. Globally, leading up to Rio+20, UNDP and the UNDESA jointly prepared a synthesis of over 50 national reports to frame the debate within the context of country experiences, mobilizing approximately $1.5 million in additional funds. Furthermore, the engagement of the Water Governance Facility in Rio+20 led to significant inclusions in the outcome document. In the aftermath of Rio+20, the Global Programme supported a synthesis report that identified advantages and challenges facing countries in implementing sustainable development policies, and key areas for improving integrated development approaches.

40. The Global Programme is crucial to funding the management and policy direction of the Poverty-Environment Initiative, a major initiative in 18 countries, through which UNDP (in partnership with the United Nations Environment Programme (UNEP)) has catalyzed capacity development, planning and budgeting guidelines and processes, and provided tools for countries to integrate environmental issues into their poverty reduction strategies.

41. Addressing climate change, the Global Programme successfully catalyzed funds for countries and built capacity and supported knowledge and advocacy activities. Global Programme-funded analysis of meetings under the United Nations Framework Convention on Climate Change (UNFCCC) catalyzed a $6 million flagship programme to develop national capacities for UNFCCC negotiations in 19 countries. As a result of targeted support to small island developing States (SIDS) and LDCs, the Global Programme, in partnership with the World Bank, attracted $15 million for the establishment of the SIDS DOCK programme, which is helping SIDS transition to low-emission development, in addition to over $8 million in core funds for "boots on the ground" supporting the deployment of national climate policy officers to 26 low-income countries (23 of which are LDCs).

42. Through substantive input into high-level climate finance forums, including the Secretary-General's High-Level Advisory Group on Climate Change Financing (2010), UNDP has advocated strongly for the link between climate financing and poverty eradication and for all developing countries to benefit from climate finance, with a focus on increasing the adaptive capacity of vulnerable countries and the poor. The UNDP approach of low-emission climate-resilient development strategies (LECRDS), codified through a series of knowledge products, laid the foundation for mobilizing $50 million in fast-start climate financing from the European Community and bilateral donors to support UNDP-implemented projects in 2011-2012. Through the Millennium Development Goal Carbon Facility, developed and overseen through combined support of the Global Programme and the Environment and Energy Thematic Trust Fund, UNDP entered into host country agreements in 40 countries, screened over 200 third-party carbon projects and provided early-stage technical assistance, catalyzing over $180 million of investment in clean energy.

43. Leveraging the Global Programme's multi-practice expertise, the $92 million Africa Adaptation Programme, which engages experts in the areas of gender, knowledge innovation/ capacity, poverty and environment, and energy to develop national policies, laid the foundation for 20 African countries to significantly reduce the risk of climate change to their development. The Global Programme has been instrumental in supporting the development and oversight of UN-REDD, itself a partnership between UNDP, UNEP and the Food and Agriculture Organization of the United Nations (FAO) that is assisting 46 developing countries to prepare and implement national REDD strategies and mechanisms.

44. In the water and sanitation sector, the Global Programme supported the Water Governance Facility, which has provided intellectual leadership, policy support and technical assistance to regional and country teams and engaged in the Rio+20 process. The Capacity-Net and Governance, Advocacy and Leadership for Water, Sanitation and Hygiene ("GoAL WaSH") programmes have targeted capacity-building in water resource management, strengthening governance in the sector. In 2010, Global Programme poverty and environmental experts developed a series of case studies on access to safe water under Millennium Development Goal 7 in six countries across sub-Saharan Africa, strengthening the capacity of country offices to formulate evidence-based policy and programming.

45. Global Programme work on energy aimed to strengthen national development strategies and sectoral policies that address the energy service needs of the poor. Advisory services on energy access were provided to 30 country offices with tools to integrate energy access into country-level programming and Millennium Development Goal-based national development strategies. The active engagement of UNDP in Sustainable Energy for All helped over 60 developing countries to participate, facilitating a process that mobilized over $300 billion in voluntary commitments. Key knowledge products include the UNDP contribution to "Global Energy Assessment", a publication of the International Institute for Applied Systems Analysis

46. Global Programme funding allowed the Drylands Development Centre (DDC) to develop a sound knowledge base on sustainable drylands development, fulfil the UNDP corporate commitment to implementing the United Nations Convention to Combat Desertification (UNCCD), and leverage funds for drylands development. DDC implements the Integrated Drylands Development Programme with projects in 15 countries, supporting regional and subregional initiatives. Globally, DDC works with the UNCCD secretariat to support implementation of the convention. DDC work on land governance, undertaken through the Southern African Development Community (SADC) Regional Land Reform Support Facility, to support the development of improved national land policies in SADC Member States.

47. The Biodiversity Global Programme has positioned UNDP as a knowledge and policy leader in biodiversity and ecosystems management, allowing the organization to convene multi-stakeholder dialogues that integrate local voices into national and international policy forums. Innovative, community-based experiences in natural resource management and sustainable development have been documented and disseminated through knowledge products including the Equator Initiative Case Study Database.

48. The Global Programme supported the development of an environmental and social screening procedure and associated accountability and grievance mechanism, providing an integrated environmental and social sustainability approach to programming. These safeguards are now mandatory for all UNDP programming.

49. **Gender response**. Gender equality has been recognized in global climate agreements and key climate finance mechanisms over the past five years, thanks to the work of Global Programme advisers and partners in the Global Gender Climate Alliance (GCCA), a coalition of United Nations and civil society partners working to ensure that climate change policies, decision-making and initiatives at all levels are gender-responsive. The LECRDS team has worked closely with the gender team to mainstream gender into climate change projects. Global Programme funds also supported UNDP involvement in the Climate Investment Funds (CIF), advocating successfully for the inclusion of gender equality and broader Millennium Development Goal indicators in the CIF results frameworks. At the national level, UNDP involvement in GCCA has resulted in the training of over 500 government negotiators and civil society advocates on the gender dimensions of climate change.

**Knowledge, innovation, capacity**

50. The past four years have seen increased demand for national capacity development alongside a growing awareness that generic approaches to capacity development are insufficient. To address the complex nature of sustainable development, UNDP has adopted a more nimble business model connecting knowledge and practice with brokering and facilitating collaborative relationships across stakeholders through the merger of its Capacity Development and Knowledge Management Groups into the Knowledge, Innovation and Capacity Group. By producing and sharing knowledge resources through social media, integrated knowledge platforms and publications, the group supports international negotiations and processes, including Rio+20 and the Fourth High-Level Forum on Aid Effectiveness..

51. The UNDP approach to knowledge management has focused on practitioner-to-practitioner and practitioner-to-expert networking, facilitated by technology advances, which has allowed for timely knowledge exchanges and ensured contextual and demand-driven knowledge production and dissemination through the creation and use of the Teamworks online platform. In 2009, this platform became the repository of various thematic knowledge networks to better leverage development knowledge across the organization. Ahead of the Rio+20 conference, the "Rio Dialogues", co-organized by UNDP and the Brazilian Government, were created using the Teamworks platform and the Global Programme's team of knowledge management specialists to

facilitate a global conversation and voting on key priorities for the conference, attracting 15,200 users in May 2012 alone. Building on this experience, the Teamworks platform was also used to facilitate the global, regional and national online consultations on the post-2015 agenda and the Group of 20 (G20) Civil Secretariat's "Civil20 Dialogues" in preparation for the G20 2013 Summit. Integrating gender into these innovative knowledge-sharing platforms has included the development of regional gender portals such as America Latina Genera, a key resource and reference point for Spanish-speaking Governments, country offices, civil society organizations and academic centres; more than 28,000 users access the site monthly.

52. Apart from the Rio+20 dialogues, Teamworks on average saw 10,400 user visits each month and since its inception has launched more than 3,800 discussion threads, sharing 6,700 blog spots, 32,000 status updates and 80,000 other content items among UNDP staff and with United Nations colleagues and external partners. Google Analytics data show that almost three quarters (72 per cent) of visits originate from non-headquarters locations and 28 per cent from headquarters, which aligns with the overall distribution of staff worldwide (20 per cent and 80 per cent respectively).

53. Capacity development efforts have sought to combine results-based management and capacity development within UNDP project and programme management policies and procedures. One such initiative is the development of the Capacity Development Tracker to assess whether projects are building on strong partner demand with clear results and corresponding indicators.

**Gender equality and women's empowerment**

54. Under the Global Programme and as indicated in the above programme results sections, UNDP has ensured the integration of gender equality in all thematic areas and strengthened institutional capacity to deliver gender equality results. Through the development of a corporate policy framework, the gender equality strategy, and significant investments in programming resources, including in the expansion of the gender team, UNDP has transformed itself into a "gender-aware organization" with staff at all levels aware of the linkages between gender mainstreaming and stronger development results.[1] This has been achieved through increasing the use of gender- disaggregated data and gender statistics, and creating knowledge products that build evidence and advocate for bringing gender considerations into policy making and planning in all thematic areas.[2]

55. UNDP has strengthened accountability for gender equality results in the organization through the Gender Steering and Implementation Committee, which ensures that bureau directors and practice leaders systematically integrate gender equality in each area of work, and the gender marker, a planning and monitoring tool which measures the extent to which UNDP financial allocations and disbursements contribute to gender equality. These mechanisms, developed through the Global Programme, have been strongly praised by several assessments[3] and have been recognized as good practices by the United Nations system.

**South-South cooperation**

56. Under the Global Programme, South-South development assistance has resulted in increased partnerships with Southern development institutions, peer learning and the development of South-South development cooperation frameworks. Globally, UNDP has convened global policy forums, such as the 2012 Development Cooperation Forum, and offered capacity development support to the emerging development cooperation agencies and South-South knowledge exchange platforms

[1] UNDP, 2011. Mid-term Review of UNDP Gender Equality Strategy 2008-2013.
[2] See Evaluation on UNDP Contribution to Strengthening Electoral Systems and Processes, September 2012; Evaluation on Disaster Prevention and Recovery. UNDP, 2011. Mid-Term Review of the Implementation of the Gender Equality Strategy.
[3] MOPAN, MAR, UN System Wide Action Plan 2012.

(such as in Brazil, Colombia, Ecuador, Mexico and Turkey). Regionally and locally, efforts have been aimed at expanding resources, capacities and opportunities to share knowledge and experiences. In particular, this has meant the facilitation of exchanges of knowledge on aid management (as between Ghana and Ethiopia) and regional engagement of government officials, creating South-South networks that promote knowledge exchanges on leadership issues and technical capacities in implementation and procurement. Knowledge exchanges are also facilitated through UNDP support to the development of national centres of excellence within developing countries, as in the case of the Global Centre for Public Service Excellence, which has been recently established in Singapore.

# V. Management

57. The fourth Global Programme, implemented by the Bureau for Development Policy (BDP), aimed to strengthen thematic and management coherence, and vertical and horizontal alignment and ownership within UNDP. The Programme responded to the commitments laid out in the Strategic Plan, the evaluation of the third Global Programme and the findings of the 2011 midterm reviews of the Strategic Plan and fourth Global Programme. Responding to the objectives of the new Strategic Plan, which is to be approved by the Executive Board at the second regular session of 2013, the fifth Global Programme will be presented to the Board at the following session, the first regular session of 2014.

58. The policy services managed by BDP and financed from the Global Programme support UNDP policy leadership and global advocacy in normative processes and in providing policy advice at the regional and country-office levels, connecting the local to the global through the regional centres, and vice versa. They are integrated with, and complementary to, the regional programmes through the regional service centres. The overall objective is to ensure sound, consistent and integrated development policy support, while enabling regional and country variations to reflect differing circumstances.

59. Looking ahead, the organization and management of policy services will likely shift to apply the principles of matrix management, through which staff work in integrated results-oriented teams, in alignment with outcomes identified in the Strategic Plan. At the same time, each staff member will have a 'substantive home', enjoying mutual support and reinforcement from those with similar skill sets.

60. This matrix arrangement will maintain the same cross-cutting building blocks of sound development cooperation: capacity development; gender equality and women's empowerment; South-South cooperation; knowledge management; and effective and efficient project cycle management.

61. To sustain the policy goals of the Strategic Plan as articulated in the fourth Global Programme, core resources for the latter totaled $139 million. Funded from line 1.3 of the programming arrangements, approved by the Executive Board in decision 2007/33, BDP managed and implemented this portfolio using the direct execution modality with overall accountability, while practice and group leads managed individual programme components and were accountable to practice directors.

62. Over the programme period, resources mobilized directly through Global Programme investments and the policy advisory function, through the thematic trust funds, bilateral agreements and partner entities, amounted to $465.7 million, a ratio of more than $3 mobilized for each $1 invested by the Global Programme. Table 2 below highlights some of the key projects and programmes that have attracted these resources, allowing UNDP to present itself as a credible partner to the vertical funds on environment and pandemic diseases. This has resulted in offering a platform for fund mobilization, management and delivery which has secured, obviously in

conjunction with regional bureaux' and country offices, a total of $7.1 billion[4] in support of country-level programming.

**Table 2: Key Examples of Global Programme resource mobilization, 2009-2013, supporting country and regional programming**

| Practice | Project/Programme | Funding | Description |
|---|---|---|---|
| *Poverty reduction/ Millennium Development Goals* | Scaling up local development programme | $10.2 million | Support scaling-up projects in five countries |
| | Post-2015, national, thematic and global consultations | $18.5 million | Support to setting of post-2015 agenda |
| | Migration | $9.6 million | Support to migration work |
| *HIV, health and development* | Responding to the development dimensions of HIV and health | $34.21 million (2009-2012) | Including support to regional and country HIV programmes in more than 30 countries |
| *Environment and sustainable development* | Water Governance Facility | $34 million | Support to programmes like Capacity-Net, Every Drop Matters/Coca Cola, European Union Water Initiative Africa Working Group, Shared Waters Partnership, Water Integrity and "MDG GoAL WaSH" |
| | Africa Adaptation Fund | $92 million | Helping 20 African countries reduce the risks of climate change to their development |
| | UN-REDD | $46 million | Joint Programme with FAO and UNEP. Support 46 countries prepare and implement strategies and mechanisms for Reduced Emissions from Deforestation and Forest Degradation. UNREDD mobilized $167 million total resources, $46 million to UNDP. |
| | Low-emission climate resilience strategy programmes and projects | $56 million | Capacity development for and implementation of LECRD strategies in 40 countries. |
| | SIDS DOCK | $ 15 million | Support to small island States transition to low-emission development. |
| | Sustainable energy programme | $20 million | Support 46 countries integrate sustainable energy in national development plans, support 15 countries to leverage national public finance |
| *Democratic governance* | Democratic Governance Thematic Trust Fund | $38 million | |
| | Global Programme on Anti-Corruption for Development Effectiveness | $20 million | Includes $2.9 million for 2014 and $2.9 million for 2015 |

[4] GEF portfolio: $5 billion, including in-kind contributions, supporting146 countries in environment; Global Fund to Fight AIDS, Tuberculosis and Malaria: $1.9 billion, managing 65 active grants and serving as principal recipient in 29 countries or territories. Montreal Protocol Unit: $191 million.

| | | | |
|---|---|---|---|
| | Global Programme on Electoral Cycle Support | $50 million | Support electoral programmes at global, regional and country levels, with gender streamlined at all geographical levels. |
| | Global Human Rights Strengthening Programme | $8.2 million | |
| | Global Programme for Parliamentary Strengthening | $14 million | Including funding for parliaments and crisis prevention, International Knowledge Network of Women in Politics, parliamentary action on renewable energy, inclusive and participative political institutions and more. |
| **Total** | | **$465.7 million** | |

* Does not include resources from vertical funds.

## VI. The way forward

63. The evaluation of the Global Programme recommended that UNDP should strengthen the programme. The need for effective policy services must be commensurate with a more demanding development environment, to support countries in adopting 'triple win' approaches that simultaneously integrate social, economic and environmental objectives. This will result in a global policy function that is commensurate with the more complex development challenges inherent in the next generation of sustainable development goals.

64. The Global Programme remains the vital thread that connects UNDP country offices, regional centres and policy centres of excellence. It enables UNDP to learn from experience on the ground and apply it to global policy debates, while supporting developing country partners to interpret, draw from and contribute to global and regional initiatives. The Global Programme allows UNDP to serve several important functions. In its policy advisory function, it strengthens national capacities to identify impediments to human development and formulate policy solutions. The evaluation's key findings acknowledge that the Global Programme's contribution was important to global policy debates and in shaping multilateral forums, using cross-country evidence and articulating proposals for the 2010 High-Level Plenary Meeting of the General Assembly (key finding, paragraphs 16-17). The evaluation provides examples of the Global Programme performing this function across the portfolio: the democratic governance portfolio supporting electoral systems and processes; policy dialogues around global climate negotiations and the emergence of new biodiversity and ecosystems service frameworks; the Secretary-General's Initiative on Sustainable Energy for All; and the Global Gender and Climate Alliance.

65. The Millennium Development Goals have been a valuable means of measuring global progress. In the post-2015 period, the Global Programme will have to respond to a new set of sustainable development goals that combine social, environmental and economic targets. As countries move up the development ladder, advancement will require greater effort as the more easily achieved development targets will have been met. Addressing a holistic and inclusive development agenda will require an increasingly integrated approach among stakeholders and across issue areas.

66. Investing in new technologies and platforms has positioned UNDP as a leader in more inclusive development approaches. These hold great promise in measuring development impact, identifying demand and brokering exchanges of knowledge and expertise more effectively. To remain relevant and effective in this role, UNDP will require intellectual flexibility and adaptable mechanisms to meet the knowledge demands of clients. The evidence emerging from national,

thematic and global consultations on the future development agenda indicates that UNDP will require a well-resourced cadre of global policy advisers capable of shaping responses to new development challenges.

67. The need for effective policy advisory services is expected to increase in the years ahead to respond to a more demanding development environment. In response, the Executive Board may wish to strengthen the Global Programme to ensure that robust, tested and resourced policy advisory services are able to meet demand.

United Nations DP/2013/15

# Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

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## Extensions of country programmes
### Note of the Administrator

*Summary*

The present note contains information on the extensions of the country programmes for Afghanistan, Angola, Côte d'Ivoire, Guinea-Bissau, Kenya, Madagascar, Mali, Paraguay, South Sudan, Tunisia and Venezuela. Requests for first one-year extensions of country programmes are approved by the Administrator and presented to the Executive Board for information. Requests for second one-year extensions, two-year extensions and exceptional extensions of country programmes are submitted to the Executive Board for approval.

*Elements of a decision*

The Executive Board may wish to take note of the first one-year extensions of the country programmes for Afghanistan, Angola, Kenya and Venezuela for a period of one year, from 1 January to 31 December 2014, as presented in table 1.

The Executive Board may wish to approve the second one-year extensions of the country programmes for Guinea-Bissau and Mali, from 1 January to 31 December 2014, exceptional third year extensions of the country programmes for Madagascar, Tunisia and Paraguay, from 1 January to 31 December 2014, the two-year extension of the country programme for Côte d'Ivoire, from 1 January 2014 to 31 December 2015, and the two-and-half-years extension of the country programme for South Sudan, from 1 January 2014 to 30 June 2016, as presented in table 2.

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# Annex

## Table 1. For information: Extensions of country programmes approved by the Administrator since January 2013

| Country | Original CCF/CPD period | Year(s) proposed for new extension | Reason and explanation | | |
|---|---|---|---|---|---|
| | | | United Nations harmonization | In-country political development | Implementation and/or other issues |
| Afghanistan | 2010-2013 | 2014 | | The UNCT and the government of the Islamic Republic of Afghanistan agreed to extend the UNDAF for one year to fully align United Nations support with new national priorities as cited in the National Self-Reliance Paper. | |
| Angola | 2009-2013 | 2014 | | | The UNCT and the government of Angola have agreed to extend the current programme in order to allow for incorporation of new priority areas after the general elections and the adoption of a new Development Plan, 2013 - 2017. |
| Kenya | 2009-2013 | 2014 | | | The government of Kenya has agreed with the UNCT to extend its country programme to allow for an UNDAF process alignment with Kenya Vision 2030 and the 2nd Medium Term Plan after conclusion of general elections. |
| Venezuela | 2009-2013 | 2014 | The government of Venezuela has agreed with the UNCT to extend the UNDAF/CPD to align with national priorities after presidential elections. | | |

## Table 2. For approval by the Executive Board: Extensions of country programmes

| Country | Years covered by original CCF | Year(s) covered by extension already approved | Year(s) proposed for new extension | Extension | | Reason and explanation | | |
|---|---|---|---|---|---|---|---|---|
| | | | | Two and a half years | Two-year | United Nations harmonization | In-country political development | Other |
| Côte d'Ivoire | 2009-2013 | - | - | - | 2014 - 2015 | | | The UNCT and the government of Côte d'Ivoire agreed to extend the UNDAF for two years to fully align United Nations support with new national priorities as per the new National Development Plan. |
| Guinea-Bissau | 2008 - 2012 | 2013 | 2014 | - | - | | The transitional government of Guinea-Bissau has agreed with the UNCT to extend its UNDAF for one year. This will provide sufficient time for the new UNDAF/CPD preparations that consider the changed national priorities after the political transition. | |
| Madagascar | 2008 - 2011 | 2012 - 2013 | 2014 | - | - | | The transitional government of Madagascar has agreed with the UNCT to extend its UNDAF for one year. This will provide sufficient time for the new UNDAF/CPD preparations that consider the changed national priorities after the political transition. | |
| Mali | 2008 - 2011 | 2013 | 2014 | - | - | | The government of Mali has agreed with the UNCT to extend the UNDAF for one year. This will provide sufficient time for the new UNDAF/CPD preparations that consider the changed national priorities based on the Joint Framework in Support of the Transition (*Cadre Conjoint d'Appui à la Transition*) and further to the political transition. | |
| Paraguay | 2007 - 2011 | 2012-2013 | 2014 | - | - | | The government of Paraguay has agreed with the UNCT to extend the UNDAF/CPD to align with national priorities after the presidential elections. | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| South Sudan | 2012 - 2013 | - | - | Jan 2014-June 2016 | | The government of South Sudan has extended its South Sudan Development Plan to June 2016 and has requested the UNCT to extend the UNDAF/CPD accordingly. | | |
| Tunisia | 2007 - 2011 | 2012 - 2013 | 2014 | - | - | | The government of Tunisia and the UNCT have agreed to extend the United Nations Transition Strategy (STT) for another year to allow sufficient time for the new UNDAF/CPD preparations that are aligned with the national priorities emerging after the political transition. | |

CCF - country cooperation framework
CPD - Country Programme Document
ExCom - Executive Committee
UNDAF - United Nations Development Assistance Framework
UNCT - United Nations Country Team